

JULY 20, 1956

Sales Management

THE MAGAZINE OF MARKETING

Why I Call on You

Page 88

"Buy Now — Pay Later"

Credit Sales Plan
Wins New Converts

Page 104

Has Gerber Sold Itself Into Baby Food "Monopoly"?

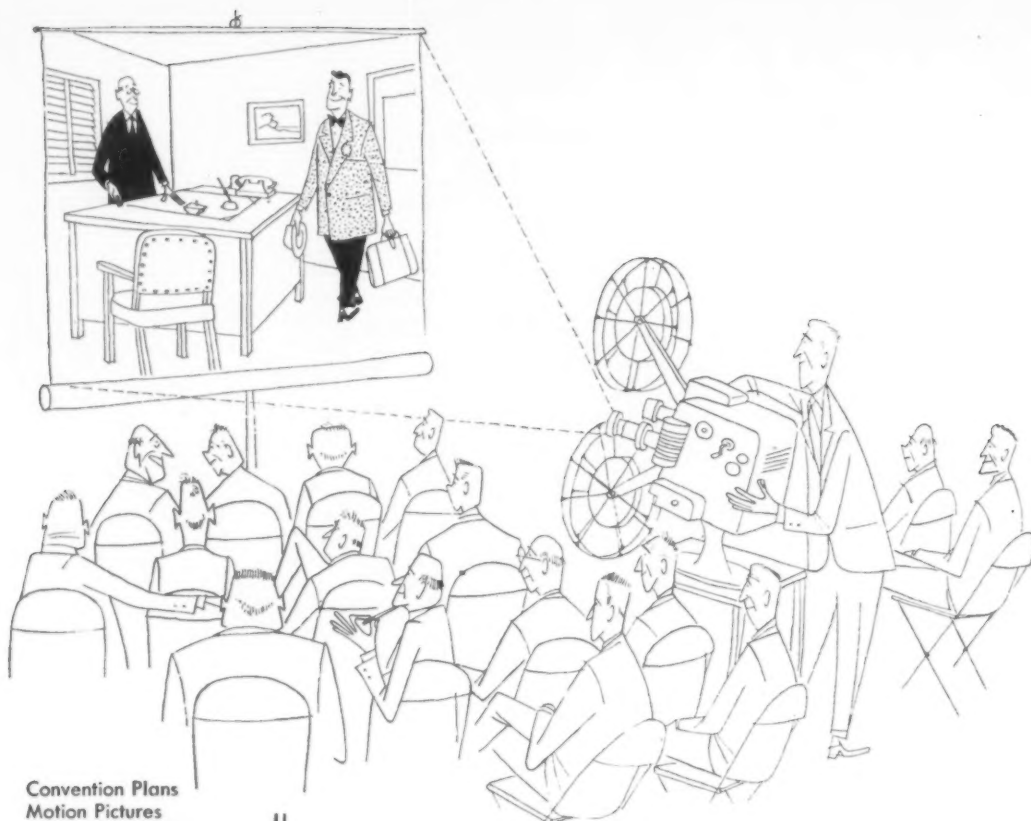
Page 25



Dan Gerber: His wife didn't like
to strain peas . . .

A BILL BROTHERS PUBLICATION

FIFTY CENTS



Convention Plans
 Motion Pictures
 Meetings Packages
 Television Commercials
 Demonstration Devices
 Screen Advertising
 Skits
 Animated Cartoons
 Training Manuals
 Slidefilms
 Pictorial Booklets
 Transparencies
 Slides
 Film Distribution
 Turnover Charts
 Meeting Guides
 Tape Recordings
 Disc Recordings
 Promotion Pieces
 Poster Charts
 Banners
 Training Devices
 Quiz Materials
 Speech Coaching
 Pageants
 Stage Presentations
 Portable Stagettes
 Meeting Equipment
 Projection Service
 Film Productions in Color
 Field Surveys
 Convention Supervision

One-Stop Service

How To GET IN and out with the order

Keeping a sales force geared to the rapidly changing business situation is a training job not to be postponed. The time is *now*!

The Jam Handy Organization provides *complete*, single-package helps on practically every kind of sales training project. The advantages are obvious. One-Stop Service offers one source of supply . . . one accounting . . . one responsibility.

Specialized teams are yours to summon for help on all phases of presentations, motion pictures, slidefilms, charts and graphics, visual tie-in literature, and special training devices.

For great service with great convenience, call

The **JAM HANDY**
Organization

Offices →

NEW YORK 19
1775 Broadway

HOLLYWOOD 28
1402 Ridgewood Place

DETROIT 11
2821 E. Grand Blvd.

DAYTON 2
310 Talbott Bldg.

PITTSBURGH 22
Gateway Center

CHICAGO 1
230 N. Michigan Ave.



Reach Bigger Buying Power... more ESTABLISHMENTS!

BSN delivers more dealer buying
power than any other magazine

If circulation is your yardstick for coverage of the still-expanding \$10 billion lumber and building material dealer market... remember that 92.1% of BSN's circulation represents individual dealer establishments. BSN is the only publication providing advertisers with this valuable, independently-audited (Price Waterhouse & Co.) "unit count" data on circulation quality as well as quantity.

Further analysis of BSN's market coverage reveals that through BSN you reach more than 21,000 aggressive dealers and 2000 key wholesalers... "supermerchants" who sell 88.2% of the \$10 billion industry volume. No. 1 merchants in large and small communities everywhere, they sell to 100,000 professional builders and 48 million families and farmers.

That BSN gives advertisers greatest market coverage is supported by a Marsteller Research Inc. study... 83.5% of dealers surveyed across the nation subscribe to BSN, a substantial majority over subscribers to the industry's second paper.

Dealers prefer BSN: An unbiased independent survey recently conducted by Campbell-Mithun, Inc.* shows that dealers prefer BSN over any other industry publication... by a wide margin!

*Copies on request

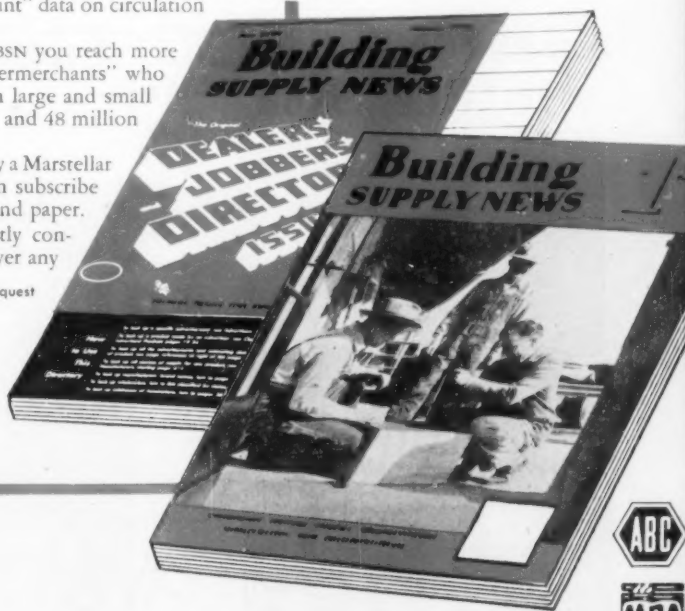
BSN Advertising Leadership: advertisers buy more pages of advertising in BSN — by far — than in any publication in its field... and BSN continues this leadership by topping all "trade" magazines in 1955 advertising page gains.*

*January, 1956, Industrial Marketing



Mr. Joshua Nickerson, President, Nickerson Lumber Co. yards in Wellfleet, Orleans and Chatham, Mass., which service a major portion of the Cape Cod area building market. Mr. Nickerson is a long-time BUILDING SUPPLY NEWS subscriber.

The yard pictured above is Nickerson's recently modernized and expanded operation at Orleans, Mass.



BUILDING SUPPLY NEWS

5 South Wabash Avenue • Chicago 3



ALWAYS THE FIRST MERCHANDISING DEALER PUBLICATION

Look Over Milwaukee

the market where new car sales are UP

New car sales in Milwaukee county in April and May, 1956, were at all-time high marks for both months, compared to sharp declines in sales nationwide. Wisconsin sales also hit an all-time high mark for May. Here's a market where your sales efforts should be in high gear. In THE MILWAUKEE JOURNAL alone you can reach 90% of all families in this busy, top-spending* metropolitan area, plus the better income families throughout Wisconsin.

THE MILWAUKEE JOURNAL

National Representatives—O'Mara & Ormsbee, Inc.

New York

Chicago

Detroit

Los Angeles

San Francisco



**The Federal Reserve Bank of Chicago in its June issue of "Business Conditions" reported that "Milwaukee stands out as the seventh district's most improved city businesswise over last year (district includes most of Wisconsin, Michigan, Illinois and Indiana). Milwaukee bank debits in April registered the largest year-to-year gain of any large midwest center—25% over 1955."*

Sales Management

THE MAGAZINE OF MARKETING

VOLUME 77

NO. 2

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

CONTENTS

July 20, 1956

ADVERTISING

- Columbia-Geneva Steel Line Salesmen Help Plan Advertising 110
How to Get Third Party Endorsement by Mail 64

COMPENSATION

- Cain's Coffee Says: "Money Is No. 1 Motivator!" 100

CREDIT

- How Dealers Get Spot Cash on 'Buy Now—Pay Later' Sales Plan 104

DEMONSTRATION

- Campus Caravan Takes American Business Show to Students 62

DIRECT MAIL

- Encyclopedia Britannica Finds Way to Hit \$5-7,000 Market 80

FAIR TRADE

- Slow Reaction on Court's Jolt to Fair Trade 123

GENERAL MANAGEMENT

- Has Gerber Sold Itself into Baby Food "Monopoly"? 25

INCOME TAX

- Steps to Take Now to Save Money on Next Year's Income Tax 86

MARKET DEVELOPMENT

- Soon—a Swimming Pool in Each Yard? 38
Waring Tries Blendor Strategy on New Ice Jet 48
Now It's Hostesses on Buses; To Woo Train-Plane Business 92

PUBLIC RELATIONS

- Having Your Picture Taken? These Pointers Make It Painless 52

SALES AID

- Tape Recordings Talk Selling to Upjohn Branches Overseas 96

SALESMANSHIP

- Socony Mobil Oil Salesman Tells: "Why I Call on You" 88

SALES MEETINGS

- Competitors Study, Relax While Supplier Plays Host 30

SALES PROMOTION

- What's Behind the Healthy Climb in Lightolier Sales? 56
Gossard Improves Feminine—and Sales—Figures at Charm Schools 46

DEPARTMENTS AND SERVICES

- | | | | |
|-----------------------|-------------------|---------------------------|-----|
| Advertisers' Index | 127 | Sales Gains & Losses | 126 |
| Editorials | 7 | Sales Trends (Industrial) | 108 |
| Executive Shifts | 77 | Scratch Pad | 128 |
| Letters | 15 | Significant Trends | 23 |
| Marketing Pictographs | 69 | They're in the News | 28 |
| | Worth Writing For | | 108 |

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JULY 20, 1956

Buyership in Action!



The 11,648 Advertisers in the 1956 Annual Edition of T.R., 326 more than the previous edition, stand as graphic proof that the exclusive T.R. "buyership" clientele can be reached only thru T.R.

11,648

Advertisers, placed

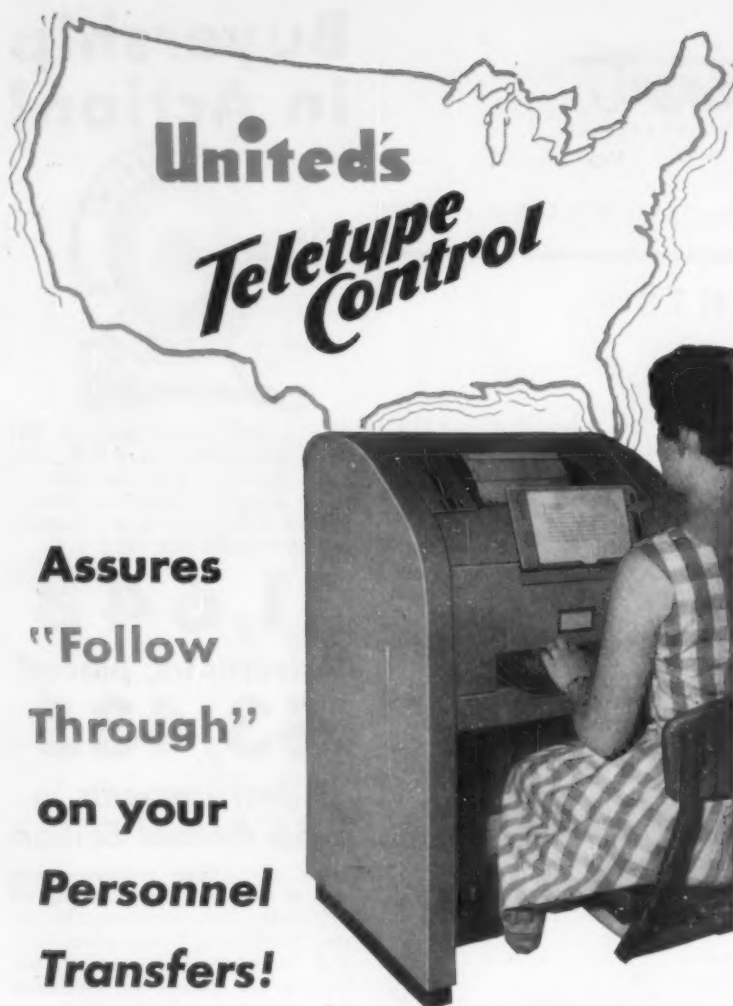
43,435

Advertisements in
1956 Annual Edition

Your advertising representation in T.R. assures you of coverage of better than 60% of the total Industrial Purchasing Power of the U.S. T.R. clientele insist on T.R. habitually for Purchasing Decision. The record speaks for itself . . .

READERSHIP-ZERO
BUYERSHIP-100%



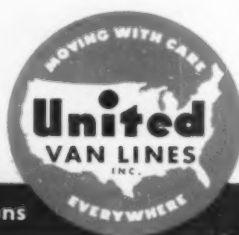


**Assures
"Follow
Through"
on your
Personnel
Transfers!**

United's 450 agents and coast-to-coast network of warehouses, regional offices and "rolling stock" are linked together into a highly efficient transportation system by the most modern communications facilities. By means of teletype, United is constantly "in touch" with your moves—assuring complete control and supervision all the way.



PRE-PLANNED Moving In Sanitized Vans



Sales Management THE MAGAZINE OF MARKETING

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

EDITORIAL

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Chicago—C. E. Lovejoy, Jr., Western Manager; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Manager, Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Cal., WOODland 2-3612.

SUBSCRIPTIONS

DIRECTOR..... R. E. Smallwood
Assistant Director, Edward S. Hoffman; Subscription Manager, C. V. Kohl; \$10.00 a year; Canada, \$10.00; Foreign, \$15.00

SALES MEETINGS

Issued as Part II of Sales Management, five times a year. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa., WAlnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT..... Raymond Bill
EXEC. VICE-PRESIDENT..... John W. Hartman
TREASURER..... Ralph L. Wilson
SENIOR VICE-PRESIDENTS... C. E. Lovejoy, Jr., W. E. Dunsby, R. E. Smallwood.

Member—Audit Bureau of Circulations, Associated Business Publications, National Business Publications, Magazine Publishers Association.



Check for yourself the No. 1 Sales Outlet in Residential Air Conditioning



	WARM AIR HEATING - SHEET METAL DEALERS	FUEL OIL HANDLERS	GAS HEATING MEN	PLUMBERS	PROJECT BUILDERS	REFRIGERATION MEN	HOME APPLIANCE DEALERS
Sales and installation experience with existing warm air heated homes — the top prospect homes for air conditioning.							
Continuous contacts with builders, architects, and owners on new construction.							
Experience in all phases of air handling.							
Ability to handle all planning, engineering, and installing within their own organizations.							
Shop facilities and skilled personnel for fabricating sheet metal work and for dependable, intelligent servicing.							
Established business background in their communities.							

Warm air heating - Sheet metal dealers qualify on every count

They, and they alone, have ALL that it takes to handle central Residential Air Conditioning. *They are the No. 1 sales outlet.*

To reach them, you must concentrate your advertising in the Warm Air Heating-Sheet Metal field. To reach them most economically, your best advertising buy is American Artisan.



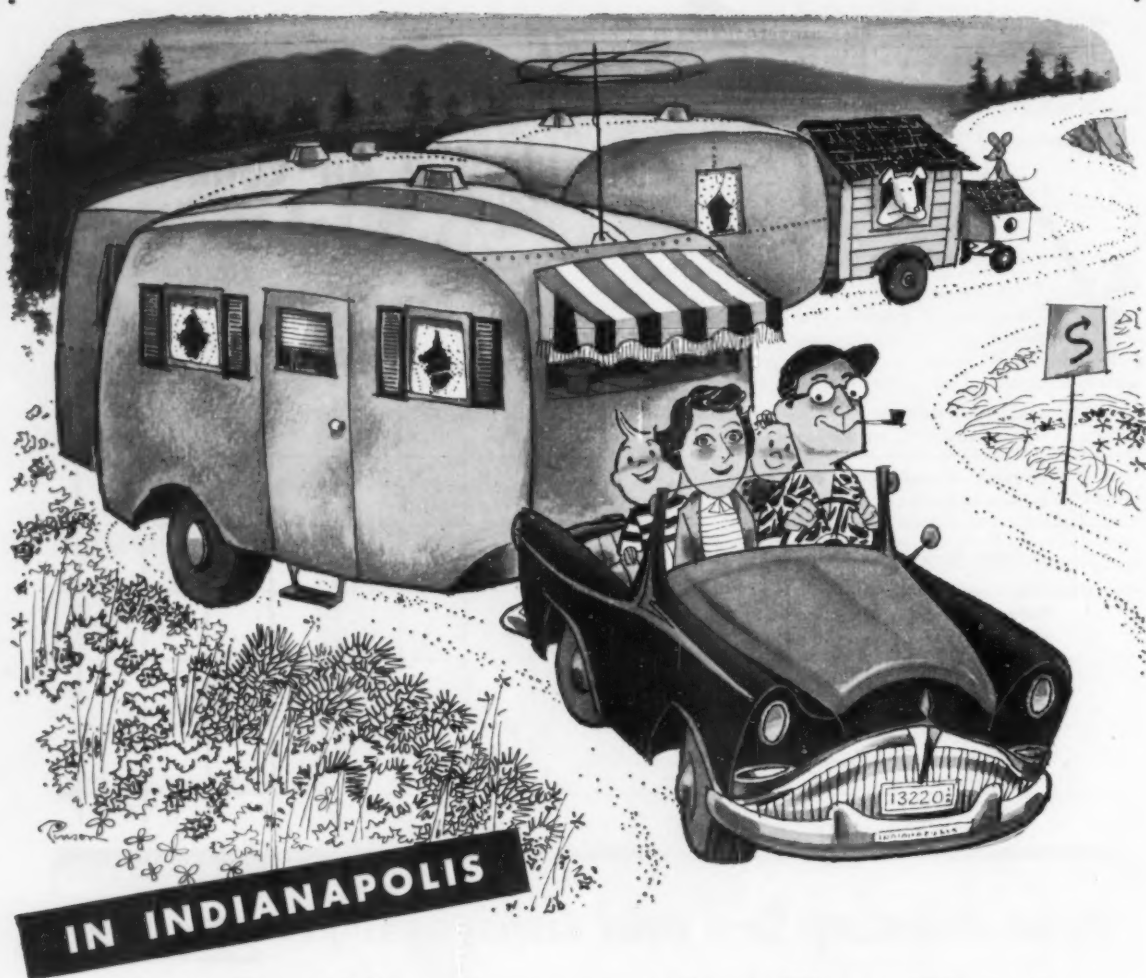
American Artisan excels editorially — in both quality and quantity. . . . It reaches the greatest concentration of buying power — the KEY dealers who do 80% of the available business. . . . It provides the largest and only fully paid (ABC) circulation. . . . And it leads in advertising volume.

Your advertising in American Artisan is without question in the right environment for maximum results from those having maximum potential.

Keeney Publishing Co.

AIR CONDITIONING HEADQUARTERS

6 N. Michigan, Chicago



IN INDIANAPOLIS

they Buy More because they Have More!

● For example, in 1955, Automotive Store Sales in Metropolitan Indianapolis were almost \$200,000,000 . . . twice the average for the nation's 200 leading counties.*

That's because the average income per family in this great market is \$6,669.00—39.3% above the national average—and 10th among cities of 600,000 and over.*

In addition, Indianapolis has many other essential market advantages for you, too!

► It's **BIG** . . . over 600,000 population.

► It's **STEADY** . . . unsurpassed for diversification and balance of industry and agriculture.

► It's **EASILY REACHED** . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Indianapolis Star and The Indianapolis News. *Write for complete market data.*

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Sales Management, Survey of Buying Power, May 10, 1956

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



EDITORIALS

Middle Class Debtors Need Reassurance?

The current news is that consumers added \$331 million to their instalment debt during May, the largest monthly increase of the year. Further, at the end of May the total instalment debt totaled nearly \$28.6 billion—an increase of more than \$4.4 billion from May a year ago. In addition to these astronomical debts, the Federal Reserve Board reports that consumers owed almost eight billion in non-instalment debts such as single-payment loans, charge accounts, and service credits. All together people are in hock for nearly \$36.6 billion.

"In June alone," points out Sylvia F. Porter in her syndicated column, "in every city, suburb, and town across the nation, millions of Americans have mailed or handed over to local money lenders checks, money orders, or cash totaling about \$2.9 billion. This staggering sum covers just repayments on our outstanding instalment loans for 30 days!"

The size of our consumer debt comes into focus when we realize that in the month of June, Americans repaid on their instalment debts an amount equal to almost half of what they repaid on their instalment debts in the entire year 1939!

This instalment debt is owed by almost all of us. Now it is fashionable for the middle class to be what Sylvia Porter calls "In Perpetual Debt" without suffering loss of social status. Once, instalment debts were limited to low income people who had no other way to accumulate consumer durables. Only occasionally did middle class people incur consumer debt and it hung over their heads like the sword of Damocles. But now the middle class has become one of the most consistent and largest users of consumer credit.

"Thus it emerges—the pattern of a society of borrowers unlike any ever seen and unlike any ever dreamed of a few years back," says Miss Porter. Miss Porter asks us to consider the implications of these massive repayments:

1. We have embraced perpetual debt. Millions no longer go in and out of debt. "Who doesn't know dozens of couples," asks Miss Porter, "who haven't drawn a debt free breath since they were married—and who if asked when they expected to draw one would answer 'who knows?'"

2. Debt is now a symbol of our rising standard of living. No longer is it a symbol of distress. We no longer fret about being in debt.

3. The husband-wife team no longer really manages a great deal of its own money. This debt-management function is now turned over to the bank or the finance company, which computes the "how much?" that is to be repaid in each instalment to cover cost plus finance charges.

4. The price of interest on money now is seldom considered in deciding whether to purchase a consumer durable. The desire for the goods or services far outweighs the cost of financing the purchase.


The social acceptance of debt, and the extent to which millions of us are freely in debt, are economic facts that the politicians dare not overlook any longer. The unobtrusive little blue, white, and yellow repayment booklets which nest in the "bills" baskets in most households in America are a potentially politically explosive fact.

"Young Wilkins isn't
Top Brass yet, but
he's certainly got
the earmarks!"



Young Wilkins wasn't included in the most recent Reading Habits Survey of the Chicago Daily News. It stuck to Top Brass only, and the results were impressive. The Survey showed that the News is FIRST in readership among top executives in Chicago advertising agencies, financial houses, department stores and large industrial firms. Advertisers already know that the News is FIRST in selling efficiency. It goes into more than 600,000 homes a day (more on Saturday), and advertisers welcome this quick-response market. Sales and profits prove, again and again, that—

**The CHICAGO DAILY NEWS
HITS HOME**



Decision-makers
who direct nationwide
business expansion are

SOLD ON SPOT

Slenderella International
and its agency, Management
Associates, are sold on Spot
as a basic advertising medium.

Three years ago, Slenderella, with 20 slenderizing salons in metropolitan areas, wanted (1) to increase the number of its service outlets and (2) to build new business in those already established.

Spot Radio was decided upon as the basic advertising medium!

Slenderella sent its message directly to women via local Radio personalities. To add the personal touch, all personalities were familiarized with Slenderella techniques through actual tours of the salons, and ad lib commercials were the rule.

Results? Lawrence L. Mack, president, says:

- "We've found that Spot Radio is the most effective medium to build our service, market by market.
- "We now have 132 salons and expect to have 175 by the end of 1956.
- "We're living on our success with Spot!"

Slenderella today spends more than twice as much in Spot Radio as it does in any other medium. Its advertising budget will be increased to make more use of Spot Television, but, says Mr. Mack, never at the expense of Spot Radio.



Find out now how . . .

SPOT SALES

can build your sales in
these 15 major markets:

NEW YORK, WRCA, WRCA-TV • SCHENECTADY-ALBANY-TROY, WRGB • PHILADELPHIA, WRCV, WRCV-TV • WASHINGTON, WRC, WRC-TV • MIAMI, WCKT • BUFFALO, WBUF-TV • LOUISVILLE, WAVE, WAVE-TV • CHICAGO, WMAQ, WMBQ • ST. LOUIS, KSD, KSD-TV • DENVER, KOA, KOA-TV • SEATTLE, KOMO, KOMO-TV • LOS ANGELES, KRCA • PORTLAND, KPTV • SAN FRANCISCO, KNBC • HONOLULU, KGU, KONA-TV • AND THE NBC WESTERN RADIO NETWORK

Left to right: ELOISE ENGLISH, Exec. V. P. in Charge of Operations, Slenderella International; BARNES COMPTON, JR., TV Sales Representative, NBC Spot Sales; L. L. MACK, Pres., Slenderella International; ROBERT HOWARD, Radio Sales Representative, NBC Spot Sales; SUZANNE WELLS, Pres., Management Assoc.; JAMES LIEBMAN, Exec. V. P. in Charge of Real Estate & Construction, Slenderella International.



A DIME

**will go
a long way
these days on WHO Radio!**



Take 1 to 3 p.m. as an example . . .

WHEN you dig out the *facts*, you find that early-afternoon radio time is really a bargain these days. For example, consider what one thin dime will buy on *WHO Radio!*

LET'S LOOK AT THE RECORD . . .

On WHO Radio, a 1-minute spot between 1 and 3 p.m. will deliver a minimum of 45,124 actual listening homes, in Iowa alone!

That's at least 95 homes for a dime, or 1000 homes for \$1.05—ALL LISTENING TO WHO!

That's *measured*, at-home listening. In addition, WHO's 50,000-watt, Clear Channel signal is heard by thousands of *extra*, unmeasured listeners, both in and outside Iowa. There are over half a million car radios in Iowa alone—as well as thousands of bonus sets in "Iowa Plus"!

Let Peters, Griffin, Woodward give you all the proven facts on WHO Radio.

(Computations based on projecting Nielsen figures and 1955 Iowa Radio Audience Survey data against our 26-time rate.)

WHO

for Iowa PLUS!

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager



Peters, Griffin, Woodward, Inc.,
Exclusive National Representatives

SALES MANAGEMENT

When people lose their jobs or they go on shorter hours, most of them are locked in a vise between their income and between their mandatory monthly repayment sums. The one safety factor for most people is the fact that if they die, while their loan is outstanding, the life insurance which their bank or finance company insisted that they take, will automatically wipe out the debt. During 1955, the volume of loans covered by credit life insurance rose from \$4.5 billion to \$14.7 billion. The cost of this insurance is, for example, \$5 for each \$1,000 borrowed for a year.

There is no such insurance for anyone who loses his job or finds his income curtailed and who finds himself unable to meet his monthly payments. Any major decline in employment would immediately apply a painful pinch to thousands of families.

So it may be time for both parties to sponsor legislation which will extend to these millions of instalment-debt borrowers a certain additional measure of reassurance that the future will not let them down. These astronomical instalment debts are incurred because people have great faith in the future of the United States, specifically great faith in the people for whom they work, and great faith in their own ability to meet their obligations. But they would welcome—and the country surely would benefit—if they could be given additional reassurance.

Small depositors no longer worry about the safety of their money in our Federal banks. It's a well known and comforting fact that the Federal government will immediately make good to each depositor up to \$10,000 when a bank fails. This 1933 piece of legislation is now a basic part of our life. Is it time for our political leaders to propose a sound plan for giving the same kind of mental security to our millions of instalment debt borrowers?

Or will our middle-of-the-road political leaders wait until catastrophe is upon us before initiating the first bold new economic thinking for the masses in many years?

Too Much Me—Not Enough You

Not so long ago, Grant Laboratories, Oakland, Cal., manufacturers of insecticides, pharmaceuticals and household items, announced that it was in the market to engage a new advertising agency. A dozen or more agencies, including some of the largest, responded to the invitation from Philip J. Grant, president. Several agencies made really elaborate presentations, complete with fancy gold printing, tassels and other binding frills.

Each of these presentations, according to Grant, told a lot about the agency itself and identified its important clients, but comparatively little about what the agency might do for the benefit of Grant's. And, believe it or not, quite a few of these agencies forgot entirely to ask for the business!

Now a couple of salesmen formerly with the merchandise incentive house of Cappel, MacDonald & Co., who had formed their own advertising agency, Cappel, Pera & Reid Inc., made no formal presentation for Grant Laboratories' account. But they made frequent calls and suggestions, and when the time seemed ripe, they made only one written presentation. The presentation: A plain sheet of index card stock on which was pasted a clipping from a business magazine announcing Grant's invitation. On the paper the small agency inscribed the heading: "May we go to work for you now, Mr. Grant?" Apparently that was enough. For the very next day, Phil Grant called and said, "Come on over—you've got yourselves a client."

So, never forget to ask for the order!



ADVANTAGES for AGENCIES and ADVERTISERS

- ★ **PROTECTION AGAINST COMPETITIVE ADVERTISING**—Just imagine! Only one advertiser for each product classification, in theatres selected, for as little as one or as many as 52 weeks.
- ★ **MINIMUM COMPETITION FOR ATTENTION**—Only 3 to 5 different non-competing advertisers are shown in the theatres in which you advertise. And, 85% to 95% of the viewers remember your advertisement.
- ★ **FREQUENCY**—18 to 35 performances per week with a showing of your advertisement at each performance.
- ★ **FLEXIBILITY**—You can advertise in as little as one or as many as 16,000 theatres per week—and, in the weeks that lie ahead, your advertisement will be seen by as few as 10,000 in one theatre or as many as 60,000,000 in 16,000 theatres.
- ★ **DRAMATIC USE OF COLOR**—Made-to-order one minute film commercials in beautiful Eastman color. Available for your use—one of America's finest and most complete Film Production Studios. Air conditioned, too!
- ★ **COVERAGE**—A yearly cumulative audience that equals 90% of the persons in a community over 15 years of age who are mentally and physically competent of attending theatres. 44% of this cumulative audience will be exposed to your advertisements for thirteen or more times.

*More information
furnished on request*

MOTION PICTURE ADVERTISING SERVICE CO., INC.

1032 Carondelet St.
New Orleans, La.

70 E. 45th St.
New York, N. Y.

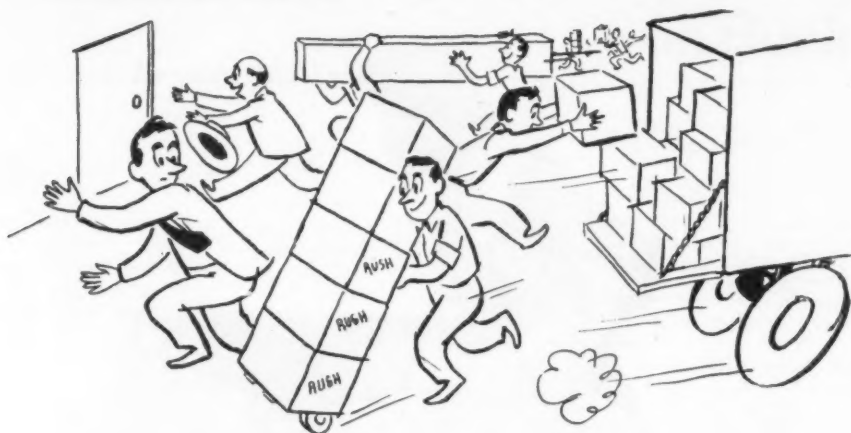
no doubt about it . . .



When you sell the Billion



merchandise really moves . . .



Dollar Spokane Market

IT'S ONE OF THE THREE MUST MARKETS IN THE PACIFIC NORTHWEST

You'll be amazed how fast merchandise moves when you cover—and really sell—the billion dollar Spokane Market. For many good reasons, this responsive market makes a big difference in your Pacific Northwest, or any other, sales program.

SIZE: The geographical heart of the Pacific Northwest, the Spokane Market is a homogeneous trade area the size of New England. Its over one million residents constitute one of the nation's truly great big-volume markets.

INDUSTRIAL DIVERSIFICATION: Income from a wide variety of rich, productive industries—Mining, Manufacturing, Lumbering, Agriculture, Livestock, Transportation and Finance—lends unusual balance, stability and impetus to an economy that is steadily and uninterrupted climbing.

BUYING POWER: Net effective income totals \$1.8 billion; retail sales, \$1.3 billion. Per capita income exceeds the national average by 4%, retail sales per capita top the U. S. by 8%.

ISOLATION: Walled in on all sides by giant mountain ranges, the Spokane Market stands alone as an independent and unified trade area. Advertising in coastal cities 300 or more miles away cannot penetrate this big, rich market.

To really sell the Spokane Market . . . to move merchandise by the carload . . . schedule the two newspapers residents have read and accepted as "home-town" dailies since pioneer days—The Spokesman-Review and Spokane Daily Chronicle.

Combined Daily Circulation Over 160,000 — 86.41 % UN-duplicated

THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING
SPOKANE, WASHINGTON

*Best
Advertising Buy
in America's Best
Test Market*

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago,
Detroit, Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.

In Philadelphia, buying begins at home



The Bulletin goes home . . . delivers more copies to more people every seven days in Greater Philadelphia than any other newspaper

Practically all buying in Greater Philadelphia begins at home with the entire family in on the decision. And the family newspaper is The Evening* and Sunday** Bulletin.

The Bulletin packs selling power throughout a market noted for its buying power. Philadelphians like The Bulletin. They buy it, read it, trust it and respond to the advertising in it. The Bulletin is Philadelphia's home newspaper.

* Largest evening newspaper in America. ** R. O. P. editorial and advertising color.

Advertising Offices: Philadelphia, 30th and Market Streets • New York, 342 Madison Avenue • Chicago, 520 N. Michigan Avenue. **Representatives:** Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco



In Philadelphia nearly everybody reads The Bulletin

LETTERS TO THE EDITORS

Formfit Ad Director Defends "Ad-Ese"

Ever Listened to Teen-Agers Talk?

Attention: John Loudon
c/o SALES MANAGEMENT

A few years ago I wrote an article for one of the advertising magazines that was somewhat critical in tone of a certain kind of advertising. The result was that I got some of the nastiest correspondence that I have ever had in my life, and I would predict that the same will happen to you. You have my sympathy!

(Editor's Note: Loudon's treatise on "Ad-Ese" titled "Is Your Advertising Full of Controlled Suds?" appears in SALES MANAGEMENT, June 15, p. 88)

I certainly must agree with you that many people would not talk the way an ad is written, but on the other hand many people would not write the way some advertising people talk. I think that people in general pick up idioms and manners of speech that are colorful and mean something to them and it is difficult to say what language they will or will not use.

Much of this must be a matter of opinion. You defend Hydramatic and condemn Controlled Suds. If I had to write your article, I would have done just the opposite and if you really want to know what people say and what kind of language they will use, have you ever listened to a group of teen-agers carrying on what to them is an intelligent and understandable conversation?

Please don't misunderstand—I'm not advocating "Ad-Ese." I merely think that there is great justification for some of it among the examples you offered.

A. H. Baum

Advertising Director
The Formfit Co.
Chicago, Ill.

Wanted: Hidden Brain Power

EDITOR, SALES MANAGEMENT:

Could your readers give me a hand?

I'm writing a book tentatively titled: "How to Use Your Imagination in Selling."

I need many specific examples of how your readers have used the "gold mine between their ears"—their

imaginations—to sell an idea, service, product, or client.

Perhaps, if you run this letter in your "Letters" column, we can spark some hidden brain power. Thank you for your help.

Whitt N. Schultz

1115 Old Elm Lane
Glencoe, Ill.

Product Visibility

EDITOR, SALES MANAGEMENT:

The copy of SALES MANAGEMENT (containing the feature "Packages Command Stellar Role As Color TV Expands," May 20, p. 89) is on my desk. . . .

Our sales promotion manager noted with dismay that transparent packaging and product visibility were not mentioned even once in the 13 pages of material printed.

It seemed pretty obvious to all of us that that is a prime consideration of most sales managers today, and how it could be overlooked when a survey of this kind was made, we cannot understand.

We have the facts to prove that people are more and more interested in transparent packaging and product visibility by the phenomenal increase in volume of sales in the past several years to the burgeoning packaging industry. It is so obvious that nobody can see the fabled forest.

He goes on to say that "I would suggest that something be done to correct this omission. It should be obvious that product visibility would have the same tremendous advantage on TV that it has on the store shelf."

Harriet Raymond

Plastics Advertising Manager
Celanese Corporation of America
New York, N. Y.

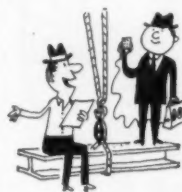
► Let SALES MANAGEMENT's editors point out that the group of articles referred to in no sense represented a "survey." Five package design consultants were asked to give an appraisal of the effect the coming of color TV would have on package design.

(continued on page 17)

Magnetic Tape in Business

BY PAUL JANSEN, SALES MANAGER

How would you hold weekly sales meetings when more than half of your field men can't get into the main office? The Harry Miller Corporation, industrial chemists of Philadelphia, solved just such a puzzler with magnetic recording tape. By recording weekly home office sales sessions on Magnetic tape and mailing the tape reels to their out-of-town representatives, the entire national field group keeps in touch with the group discussions in Philadelphia.



FIELD SALES ENGINEERS for manufacturers like the Harry Miller Corporation frequently run into problems they can't solve on-the-spot in the field. Here again magnetic tape is an invaluable business aid. At the Miller Corporation sales engineers tape their problems on 3" reels of famous "Scotch" Brand Magnetic Tape. They mail these tapes to the Vice President in charge of sales who finds the answers and writes—or tapes—replies, depending on the complexity of the subjects. Often the taped replies are played directly to engineers of the customer company. A sure way to win friends and influence customers!

Need extra secretarial help? You've got it—at no extra cost—with your tape recording machine. In your office, at home or on the road, tape takes dictation without a flaw, captures reports, memos, letters with complete accuracy . . . at your convenience. Later, the recorder plays back every word to be transcribed and typed. Magnetic tape offers this important economy—you can make thousands of recordings on the same reel of tape. Each new recording automatically erases the previous one.

NO INTERRUPTIONS NECESSARY now when you're recording business meetings, speeches or broadcast concerts. Thanks to new "Scotch" Brand Extra Play Magnetic Tape 190, you can now tape record even lengthy programs without break for reel changeover. With 50% more tape wound on each reel, new 190 Tape gives you one and a half times as much recording time as standard tapes, plus strength to spare. Ask to hear a demonstration soon!

Free booklet! Want all the facts about tape recording? Write today for your copy of "You Don't Have to be a Tape Recording Expert . . .". Address: Business Division, Dept. FV-716, Minnesota Mining and Manufacturing Co., 900 Fauquier Ave., St. Paul 6, Minn.

The term "Scotch" and the plaid design are registered trademarks for Magnetic Tape made in U.S.A. by Minnesota Mining and Mfg. Co., St. Paul 6, Minn. Export Sales Office: 99 Park Avenue, New York 16, N.Y.

The term "Scotch" and the plaid design are registered trademarks for Magnetic Tape made in U.S.A. by Minnesota Mining and Mfg. Co., St. Paul 6, Minn. Export Sales Office: 99 Park Avenue, New York 16, N.Y.



How to get and keep sales gains



Air travel can meet the challenge

More people dream of travel than any other single thing. Fabulous vacations in New England, Southern California, Bermuda or Mexico City—complete with sightseeing, sports events, special parties—are today's most effective prize. Air travel keeps your group together, gets them home sooner, adds that final touch of luxury. And remember, your company's reputation as a good host is safe when you use the world-wide facilities of Cappel, MacDonald and its associates.

PAN AMERICAN 
AMERICAN AIRLINES

OF ALL the factors which influence sales salesmen are often the most important . . . and the easiest to improve!

When you add to their drive, enthusiasm, knowledge and confidence—you add to your sales volume, too. Sales gains, in turn, generate still more confidence and enthusiasm.

Want to prove it? Then pick a group which could stand improvement—factory men, distributors, retailers, route men. Let us show you how a professionally handled incentive campaign can help you get and keep sales gains.

It's easier done than said!

In the time it takes to read this ad, you can start your company's sales climbing. Just phone the C-M man; he'll do the rest. The techniques are known; for 34 years, C-M plans have been tested by the nation's leading sales executives. The tools are ready; luxury merchandise prizes, travel awards, promotional mailings and sales meeting material are included in C-M "packages."

The manpower is available; more than 400 C-M buyers, trip arrangers, writers and artists, shipping specialists, clerical workers and others can be used as needed to expedite your campaign.

The cost is low; you pay carrier-resort rates for travel, wholesale prices for merchandise and printing, nothing extra for planning, service and creative work.

Results can be phenomenal!

"The over-all sales performance exceeded quota by 114%. Individual district performance ranged from 53% to 416% over assigned quotas," reports a national manufacturer of notions.

"This is an example of introducing a revolutionary new product in a highly competitive market, backed with strong advertising and sales promotion, plus an essential ingredient—incentive applied at the field sales level."

Why does it work?

Because there is always something a man values above work. Offer it, and he responds immediately with extra drive and enthusiasm. Tell him how to win it . . . offer those sales training tips you've tried to put across . . . and he studies this sugar-coated lesson. Let him win it, and his self-confidence is permanently increased.



Get the facts now . . .

Without obligation, the nearby C-M man will be glad to answer questions or start you on the road to sales gains.

If you prefer facts you can file, you'll find them in our free booklet, "Who's Selling Who?". Just write on your letterhead to CAPPEL, MACDONALD AND COMPANY, DEPT. R., DAYTON 1, OHIO.

CAPPEL, MACDONALD AND COMPANY

Dayton, Ohio . . . Offices in principal cities and Canada



MERCHANDISE AND TRAVEL INCENTIVES

"I did it myself,

and I'm glad!"



Homelovers are an active breed. They're buyers and sellers and decorators and remodelers. And do-it-yourselfers, of course. One of their bibles is the "For and About Your Home" section in the big, Friday edition of the Chicago Daily News. It's packed with information about everything from how to massacre weeds to where to buy a louvre door. The 600,000 families who read the Daily News read it **in their homes**. What could be better for real estate advertisers, appliance advertisers, and **all** advertisers? They'll tell you how much they appreciate and profit by the fact that—

**The CHICAGO DAILY NEWS
HITS HOME**

JULY 20, 1956

LETTERS

So far as general trends in packaging are concerned, the Celanese folks are on solid ground in their contention that "see-through" packages are gaining wider and wider usage. Evidence in **SALES MANAGEMENT**: "Transparent Packages Sell (by Showing) Bunte Candy," Dec. 15, 1955, and "New Clear-Plastic Containers: They're Selling Themselves, They're Selling Food Products," June 1, 1956.

In fact, so much that is significant is now going on in packaging that **SALES MANAGEMENT** is printing more articles on various phases of packaging than at any time in its history.

Paper Plates: White Outsell Color

EDITOR, **SALES MANAGEMENT**:

In his article "Color As a Sales Maker: It's Getting Bigger Every Day" (June 1, p. 54) Mr. Russel Wright states that extending color to paper plates has skyrocketed sales during the past few years and says further, "As George Gobel might say, 'You can't hardly get white paper dishes no more.'"

These are the facts on sales of packaged paper plates, the home market, since 1950—sales of white plates are up approximately 225% since 1950; sales of colored and decorated plates are up about 82% for the same period. Colored plates outsold the white ones in the year 1950, but have not done so in any year since. In 1955 white plates outsold colored ones by a ratio of 8 to 5.

R. R. Driscoll

Manager, Marketing Research
Keyes Fibre Co.
Waterville, Me.

Jaundiced Eye?

EDITOR, **SALES MANAGEMENT**:

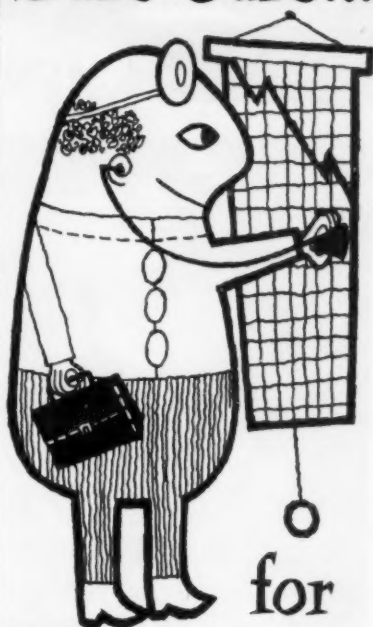
I realize a little buttering up is necessary to our way of life ("He Seeks the Wildest of Wild Places," May 21, p. 31, one in a series of "Favorite Ways to Relax"). But this is absolutely rancid.

F. A. H.

Midland, Tex.

(continued on page 19)

Sure Cure...



for What Ails Your Sales

Diagnosis of physical ills?
Call in a specialist!

Same with merchandising problems. **WE'RE** specialists in selling your product **WHERE IT COUNTS**: at the point of sale.

Diagnosis... research and analysis of your product and requirements.

Prescription... inspired design and economical fabrication.

Cure... prompt, carefully engineered shipment, for intact arrival and easy setup.

Rx You, too, can benefit from our profit-proved **MIRACLE MEDICINE** for ailing sales...

write today for
informative literature!

* display sales

1637 GEST STREET
CINCINNATI 4, OHIO

A Success Story



Robert B. Brown, President of Bristol-Myers Products Division, in familiar surroundings.

8 reasons why Bristol-Myers products are not "drugs on the market"

Last year, Bristol-Myers sales figures zoomed up a healthy 21% over the year before. The seven top-notch products above are seven solid reasons why.

An eighth reason is Bristol-Myers vigorous advertising program, in which Ladies' Home Journal plays top role among women's magazines.

Bristol-Myers and the Journal have collaborated happily for over 33 years. This year, they will use 32

Journal pages to push these seven products—a far cry from the small Ipana ad that first appeared in the Journal in 1922.

When Bristol-Myers had a brand-new product to launch last year—Ban Deodorant—naturally the Journal was in at the start.

Why Ladies' Home Journal? Robert B. Brown, President of Bristol-Myers Products Division, explains it this way: "Basically, our market

is a woman's market. Among women's magazines, the Journal gets the biggest share of our budget not just because the Journal reaches more—but because it reaches women who buy more, and reaches them when they're in a friendly, receptive mood."

Bristol-Myers ads talk a woman's language. The Journal talks a woman's language better than any other magazine. It makes sense that they work together.

Never underestimate the power of the No. 1 magazine for women... **Ladies' Home JOURNAL**

A CURTIS PUBLICATION

SALES MANAGEMENT

LETTERS

Cross on Crissy

EDITOR, SALES MANAGEMENT:

The article entitled "How to Touch Live Nerves That Move Men to Extra Effort" by W. J. E. Crissy (May 20, p. 36) is the best on the subject I believe I have ever read.

Every issue of SALES MANAGEMENT brings something worth-while.

If some strange tragedy were to occur and the remaining issues of the magazine for this year would carry nothing at all practical for us, I would feel that our subscription has paid for itself in this one article by Mr. Crissy.

You men are making a tremendous contribution to sales and marketing business.

C. G. Cross

Publishing Department
Central Union Conference
Seventh-Day Adventists
Lincoln, Neb.

Perforation Improved

EDITOR, SALES MANAGEMENT:

You certainly are entitled to another letter and my thanks for the improvement that you made in the perforation of the pages in my favorite magazine, SALES MANAGEMENT.

When one of the first issues came out with the perforated edges, I wrote you about the difficulty I had in tearing out an article that I especially wanted to be able to pass around to some of our other people. Now I'm glad to be able to report that the difficulty has been completely eliminated. This certainly makes the magazine of considerable additional value.

Aside to T. Harry Thompson—You certainly must get a lot of bouquets thrown your way because of the consistently topnotch quality of your column. Please let me add to all the comments you've already had the fact that yours is the first portion of SALES MANAGEMENT that is read when the issue hits my desk. Furthermore, as the copy makes its rounds of the office, I know that the same procedure is followed by several of the other fellows.

Vaughn L. Hilty

Sales Manager
James Heddon's Sons
Dowagiac, Mich.

JULY 20, 1956

Write Now!

Send for new market data brochure on the Quad-City metropolitan area — one of the 100 markets. Now over 1/4 million people. Address Mr. Harold Swanson, Moline Dispatch, Moline, Ill.

Quad-Cities' Largest
Combined Daily Circulation

The Moline Dispatch
The Rock Island Argus

THE ALLEN-KLAPP CO., National Representative



Now Ready—

METROPOLITAN NEWSPAPER ANALYSIS, 1956

• Only single combined source of newspaper coverage and market data for all 260 metropolitan county areas.

NEW IMPROVED EDITION
produced by Chicago
Agency Group for
Media Research... to
meet the needs of
agencies, manufac-
turers, space repre-
sentatives

- Covers all daily and Sunday newspapers and Supplements.
- Market Data based on 1956 "Sales Management Survey of Buying Power".
- Estimated cost for individual firm to reproduce this information—\$5,000. Available to you for only \$50 per copy.

**Order your copy
today! Use
coupon at right.**

TO: Mr. C. E. Bolgard, Chicago Agency Group
c/o Wherry, Baker & Tilden, Inc.
919 North Michigan Avenue, Chicago 11, Illinois

Please send us a copy of your 1956 "Metropolitan Newspaper Analysis", at \$50.00 per copy.

☐ Our check is enclosed. ☐ Please bill our agency. Date _____

AGENCY _____

STREET _____ CITY _____

BY _____ TITLE _____

Why "U.S. News & Wo such intensive reade



The news in "U.S. News & World Report" is urgent. It is timely. A new issue comes out every seven days. Yet, experience and research show that it enjoys especially thorough readership and an ever-increasing long life. Why is this so?

It is because its news has use.

It is because its news is complete.

"U.S. News & World Report" concentrates on the essential news, digs out and reports new developments in this essential news that important people in important jobs need, want and use. People holding responsible jobs must make their plans and decisions in the light of developments here and abroad that can affect those plans and decisions. They have found that "U.S. News & World Report" supplies this news—much of it reported nowhere else—*more of it than they can find anywhere else.*

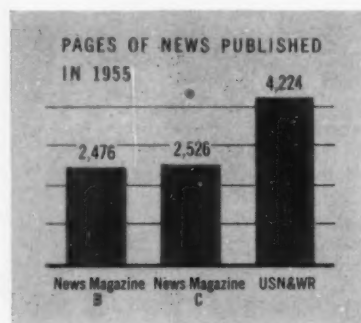
In 1955, "U.S. News & World Report" published more than 4,200 pages of news. This is some 1,700 more than the number of news pages published by any other news magazine.

This is news that managerial people can use.

This is news that managerial people do use.

Current readership research by Benson & Benson, Inc., reported this year, confirms this point. It shows:

COVER-TO-COVER READERSHIP: In a 1956 study, a typical issue was divided into four equal parts. More than five out of six (85%) "U.S. News & World Report" readers were found to have been interested in all four quarters of the magazine, front to back.

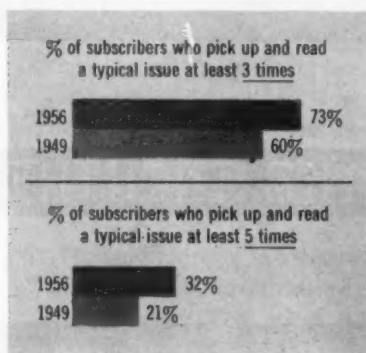


NOW MORE THAN 800,000 NET PAID CIRCULATION

... a market not duplicated by any other magazine in the field

"U.S. News & World Report" enjoys long life

LONG LIFE: Three out of four (73%) "U.S. News & World Report" subscribers pick up and read a typical issue at least three times. One out of three (32%) pick up and read a typical issue at least five times. This long-life quality of "U.S. News & World Report" has been increasing steadily, year after year. For instance, the findings reported this year are 22% and 52% higher, respectively, than those reported in similar research made seven years ago.



As you'd expect, this kind of original and essential news, so useful to people of responsibility, attracts an audience highly concentrated among America's high-income people of importance. Three out of four subscribers hold managerial jobs. They're the people who spark the ideas and make the decisions in all phases and all levels of American business, industry, government and the professions. Incomes average \$14,744—highest of all news magazines.

More and more companies know the growing importance of their advertising coverage of these people to their own sales and growth plans. In the 5-year period 1950 to 1955, they made "U.S. News & World Report" *first* among *all* magazines in advertising page gains.



America's Class News Magazine

An essential magazine

Essential to more and more readers

Essential to more and more advertisers

Advertising office, 30 Rockefeller Plaza,
New York 20, N. Y. Other advertising offices in
Boston, Philadelphia, Cleveland, Detroit, Chicago,
St. Louis, San Francisco, Los Angeles and Washington.

More advertisers

place more lineage in

THE INQUIRER

than in any other

Philadelphia newspaper



Advertising lineage is the final measure
of a newspaper's sales power

The Philadelphia Inquirer

Constructively Serving Delaware Valley, U.S.A.

Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
GEORGE S. DIX
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

DECENTRALIZED BUYING by multi-plant manufacturing concerns is gradually replacing the more general practice of headquarters-office purchasing. This trend is beginning to force changes in some traditional sales patterns. Where previously one industrial salesman, calling on the central purchasing agent, might drive away with a single big order covering needs of several plants, it is now likely that a dozen agents, scattered in as many regions, must be called on for **individual and smaller orders**. The drift in this direction is almost certain to continue as managements seek buying efficiency.

It's a gradual change that shows up in a recent survey by the National Industrial Conference Board. One-third of 212 companies checked reported that they have made some change in purchasing setups during the past five years . . . and 60% of the changes were toward dispersing buying authority. Sales-minded executives should note that the principal reason for this shift to "local" buying is **economy**. Companies, alert to competition, hope to make savings with the decentralization of purchasing and it can be assumed that price will play a bigger role in influencing buying decisions.

IMPORTANT PEOPLE HAVE LESS TIME these days to absorb advertising or listen to salesmen. There's been a trend in this direction for a number of years, and the situation is bound to become more serious as more and more advertisers compete for the few minutes or hours that busy men and women have available.

Pharmaceutical houses serving the medical profession are acutely aware of this development. And, while doctors, as a group, may not be typical purchasers, a recent study brings to light some interesting figures on their "time" allotments.

The study, by Noyes & Sproul, Inc., ethical medical advertising agency, reveals that the average physician is able to spend just **32 minutes a day** reading or hearing communications from the pharmaceutical industry. For **11 minutes daily** he listens to detail men describe their companies' products. He looks at direct mail pieces for **7 minutes**, medical journal advertisements for **6 minutes**, company-sponsored medical newspapers for **5 minutes** and house publications for **3 minutes**.

The fight for these few minutes is fierce. Since 1950, the number of direct-mail pieces going to physicians has increased 25%; medical journal advertising has also grown 25%, and currently an army of 15,000 detail men calls on fewer than 230,000 doctors.

Whether you sell ethical drugs, turret lathes or pre-cooked asparagus, the moral is apparent. Your media advertising, your sales strategy and your salesmen will have to be tailored to hit harder, faster and at the right time, if you are to compete with a nation-wide scarcity of "time."

SUCCESS IN TOP MANAGEMENT demands a balance between **inner security** and **divine discontent**. That's the educated opinion of Dr. Stanley F. Teele, Dean of the Harvard Graduate School of Business Administration. He explains it this way: "Human efficiency is greatly reduced by sharp inner conflicts, conflicts that usually center around value judgments. Conflicts as to basic personal purposes are far more often the barriers to effective performance, he says, than intellectual incapacity or lack of necessary knowledge.

On the other hand, Dean Teele noted, dissatisfaction with one's self, with one's performance, is essential for improvement. "So important to the progress of the world is discontent on the part of the relatively

few who feel it that we have come to characterize it as **divine** discontent."

Despite the fact that it is exceedingly difficult to help men acquire inner serenity without losing divine discontent, Dr. Teele regards the task as belonging properly to business and education. "We cannot stand aloof," he says. "While we know almost nothing about how to contribute to men's development in this respect, we must try, and err, and learn. The need is so great that we **must** make the effort."

MIDDLE MANAGEMENT EARNINGS continue to rise. Three-quarters of executives below the policy-making level received raises last year, according to an American Management Association compensation survey covering 20,000 middle management executives in 33 industries. The average man in this category was paid \$11,347 last year—an over-all increase of approximately 5% over the previous year. Extra compensation in the form of bonuses were given to 47.8% and marketing men received more and larger bonuses than those in engineering, finance or personnel. Turnover in middle management posts was pegged at 7.5% in 1955.

PLANNING FOR THE FUTURE is assuming new importance in American industry . . . and the day is not far away when most major companies will be planning 15 or 20 years ahead. This statement is by Robert H. Bridges, advertising manager and secretary of the **committee on planning**, Cleveland Electric Illuminating Co. The fact that Bridges is a member of a planning committee is, in itself, significant. Few firms have any formal management group specifically concerned with tomorrow. But Bridges, whose company strongly encourages planning and whose top executives meet weekly for that singular purpose, also feels that "if the outlook is as bright and challenging as business experts seem to think, **the rewards will come high for the company that plans the best.**"

COMPANIES THAT MAKE NEWS are frequently the ones that start trends. Here's a quick look at some out-front corporations and the sales news that commands more than casual attention:

The Vendo Co., manufacturer of automatic merchandising equipment, has a new vendor that may give restaurants and groceries serious competition. The machine, which will dispense a hot meal at the drop of a coin, could also have an effect on American home life. Placed in an apartment building, it would be convenient for the hurried, harried housewife who, with half a cupful of coins, would be able to "prepare" a dinner instantly. First installations, however, will be in employe lunchrooms, school cafeterias. **Vendo expects to sell \$2 million worth of these hot-food machines this year!**

Four Roses Distillers Co. is currently running its famous ice-cake advertisements for the **14th summer in a row**. The success of this perennial theme opens to question the almost universal practice of changing advertising approach every year (or more frequently) without thought to the quality or repeatability of the current campaign. The ice-cake ad, which is frequently singled out as one of the greatest advertisements of all time, was a pioneer back in 1943 when it was introduced to prove that **whiskey sales need not suffer sharp declines during summer months!**

Coca-Cola outsold Pepsi-Cola 5 to 1 six years ago. Today's lead is 2 to 1. Just a decade ago, three cigaret brands had 83% of the market. Today, these three do only 44%. In 1946, soap sales were 10 to 1 over synthetics. In less than eight years the ratio changed to 2 to 1—in favor of synthetics. **Not all change is slow!**

E. I. du Pont de Nemours characterizes modern trendency toward bigness in corporations and in corporate sales. Each workday in 1955, du Pont salesmen sold an average of over \$7 million worth of chemicals. Their orders, in turn, kept 69 plants in 25 states operating around the clock and around the calendar. **Bigness increases selling's importance!**

Polk Bros., Chicago's mammoth merchandiser of appliances, has done the unusual again. This time, Sol Polk ordered 2,100,000 Good Humor ice cream bars for his customers. Big appliance buyers get coupons good for whole summer's worth of Good Humors; small-item purchasers also get chits redeemable at neighborhood ice cream vendors. **Kids are pulling parents into his three stores!**

Gerber: the Sales Manager's Dream

SALES

In six years dollar sales volume has increased

1950
\$42,200,000

136%

1956
\$99,600,000

SHARE OF MARKET

1950

1956

In six years Gerber has increased its share of market

35.9%

47.5%

32%

ADVERTISING/SALES

In two decades Gerber has increased sales **8,500%** with an advertising increase of **2,000%**. Ad cost per dollar of sales in 1936 was:

$\frac{\$ 125,000 \text{ advertising}}{\$1,150,000 \text{ sales}} = \mathbf{10.8\text{¢}}$

Today it stands at:

$\frac{\$ 2,700,000 \text{ advertising}}{\$99,600,000 \text{ sales}} = \mathbf{2.7\text{¢}}$

SALES FORCE

1939
30 men

1956
900 men

PROSPECTS

4,000,000 brand new prospects a year



Has Gerber Sold Itself Into Baby Food "Monopoly?"*

Our youngest customers now consume prepared baby foods—increasingly Gerber's—at \$250 million retail rate. Consistent and constructive, year-round advertising and selling now give Gerber 47.5% of industry's volume.

BY LAWRENCE M. HUGHES

The customers who count most in everybody's planning are coming along nicely:

1. Four million-plus babies—twice as many as a quarter-century ago —

now are being born in the U. S. annually.

2. New arrivals in the last six years alone equaled our entire crop of the 1940-50 decade.

3. Starting about 1963, when the grown-up babies of 1941 and afterward get into production, annual births will exceed five million a year.

4. Steadily declining infant mor-

* Gerber concentrates entirely in baby foods. Its sales in the year ended March 31 were \$99.6 million. Although this figure was nearly as large—in baby foods—as all competitors combined, total sales of Gerber's major competitors are larger. In 1955 Swift's volume was \$2.4 billion. Libby, McNeill & Libby did \$262 million and H. J. Heinz Co. \$234 million. Until recently Gerber has been larger than Beech-Nut (1955 sales \$91 million). But Beech-Nut is now merging with Life Savers Corp.

tality rates are turning more babies into stronger, longer-lived customers.

Gerber Products Co., Fremont, Mich., gives five reasons why, in the last quarter-century, our baby death rate has been reduced by more than half. These are: wider availability of pasturized milk and special milk formulas; preventive measures against infant diseases; sanitation efforts in places where food for babies is handled; "wide dissemination of baby-care information," and "general availability of commercially prepared baby foods, processed to retain higher nutritive value."

In the last area especially — for more than a quarter-century — Gerber has been active.

The pioneer, in 1929, in making packaged baby foods available through grocery stores, Gerber has led in expanding this business to an annual retail volume in 1955 of \$250 million. And on consistent and constructive advertising and selling Gerber steadily has increased its share-of-market.

In 1929 the baby food sales of the former Fremont Canning Co., operated by Frank Gerber and his son Daniel F. (now president) came to \$364,653. In 1930 this volume reached \$842,045. Although by then "national," through food brokers and grocery stores, it averaged out to less than 50 cents a head for all the babies born that year.

After a peak of \$1,395,885, reached in 1932, sales in the next seven years were narrowly confined between \$1,081,146 and \$1,374,566.

Gerber's "education" of mothers was slowed by the depression, and its own sales progress curbed by the fact



WHEN DO WE GERBERIZE? Four million new babies get hungry 19,999,998 times a year—even hungrier in July than in January.

that some 35 rivals — national, regional and private brands — were doing *their* darndest to win babies.

In 1939 Gerber started to replace brokers with its own nationwide sales force, working under regional and district managers to reach retailers direct. Sales climbed to \$1,740,426.

But baby foods still were an adjunct of the general canning business of the Fremont Canning company. This business was confined to others' labels, at a steady \$2 million-a-year rate.

Sales Soar Ten Fold

Then in the next six years — as general canning was dropped, Fremont became Gerber Products, and Gerber could say, "Babies Are Our Business . . . Our *Only* Business"—sales shot up tenfold.

Since 1945 the company's sales have multiplied nearly six times. For fiscal years ending March 31:

1945 —	\$17.4 million
1950 —	42.2 "
1951 —	46.7 "
1952 —	54.2 "
1953 —	65.1 "
1954 —	78.9 "
1955 —	86.7 "
1956 —	99.6 "

Quota for 1957 — \$110.0 million.

Against the strong opposition of such "general line" baby food factors as Heinz, Beech-Nut, Libby and

Clapp; of Swift in strained meats and Bib Corp., Lakeland, Fla., in strained orange juice, Gerber's sales have grown since 1939 about six times as fast as all other contenders combined.

In the last six calendar years Gerber's *share* of all baby food dollar volume has risen by about one-third to nearly half of the industry's steadily expanding total:

1950 —	35.9%
1951 —	37.6%
1952 —	37.7%
1953 —	41.8%
1954 —	44.8%
1955 —	45.7%
First quarter 1956 —	47.5%

Gerber figures its current share-of-industry at 50% on starting cereals and 46% on the rest of its wide line.

Per capita sales of baby foods are highest in the Northeast. In *dozens* of packages sold per baby born, the *industry's* regional penetration in 1955 was:

New England	54.7 dozen
Middle Atlantic	47.1 "
Pacific Coast	42.8 "
West Central	35.4 "
East Central	35.2 "
Southeast	22.9 "
Southwest	21.9 "

Thus per capita consumption per available baby runs two and a half times as high in New England and



IT'S GOTTA BE GERBER: So say half of all babies bred on prepared baby foods. Gerber's industry share is now 47.5%.



HAVEN'T YOU HEARD? To make sure that every mother gets the good news Gerber will run one billion ad "impressions" this year.



OKAY! In a quarter-century 25,000 babies on Gerber "panels"—with an assist from mothers—have decided what they'll eat.

twice as high in Middle Atlantic and Pacific Coast states, as it does across the broad South. Apparently, southern mothers still do more of their own "straining."

By states, Gerber itself does best "per birth" in California.

Gerber distributes in 45 countries; and is now making special progress in Latin America. But the bulk of its \$99.6 million volume still is sold in the U.S. A Canadian affiliate (not subsidiary) is Gerber-Ogilvie Baby Foods, Limited, Niagara Falls, Ont.

Under eight regional and 34 district sales managers, and supported by 37 warehouses, 850 Gerber salesmen see to it that these baby foods are stocked and sold by 90% of the grocery stores in this country. But considerably more than half of their volume goes through super markets and chains. Gerber's Top Ten accounts, in order, are the Big Three—A&P, Safeway and Kroger; Certified Grocers of California; National Tea, including National Foods, in the Midwest; First National Stores (Northeast); Alfred M. Lewis, Inc. (California); American Stores (primarily Middle Atlantic); United Grocers, Ltd., in the West, and Colonial Stores, in the Southeast.

A continuing problem is to get more stores to carry and push more among the 73 varieties in Gerber's wide strained and "junior" or chopped food lines. (The little consumers usually start around age 10 weeks and often continue to about three years.) Gerber offers nationally 27 strained and 24 junior foods (both lines including vegetables with meat, vegetables separately, soups, fruits

and desserts); eight strained and five junior meats (prepared for Gerber by Armour); five cereals and four "related items": teething biscuits, egg yolks, orange juice and meat base formula.

The fact that Heinz, Beech-Nut, Libby and Clapp also are busy bolstering broad lines creates shelf space problems even for super super markets. The markup on these foods is about 12%. But with widening distribution and demand and reduced prices, they have long since emerged from the "specialty" class. Regional preferences cause Gerber to pack in glass (at about a 1-cent-a-package premium) for markets east of the Mississippi, and in tin in the West.

Consumers Pay Less

Originally introduced by mail order in 1929 at six cans—two of 10½ ounces and four of 4½ ounces—for \$1, Gerber foods were priced in stores in the mid-'30's at 13 cents a can. Today, the same sizes retail for 10 cents or less. (And Dan Gerber points out that today's dime is worth only a 1936 nickel.) A recent price increase, of 3.1%, was the first made by the company since 1951.

Meanwhile, with such advantages as wide and convenient choice, quality control, retention of nutrients by fast packing after harvesting, and saving labor for mothers, baby foods have become a major magnet in grocery stores.

While only one-sixth of mothers now have children of three years and less, they are the stores' best customers. In a study of 8,500 grocery-store



WHAT NO APRICOT APPLE SAUCE! To meet finicky tastes Gerber offers 73 varieties. It gives grocers a big job of display.

customers in Albany, Hartford, Cleveland, Fort Wayne, Philadelphia and St. Louis, *Progressive Grocer* reports (April 1956 issue) that "baby food customers spent 67% more" on a given week end—\$15.69 vs. \$9.42—than non-baby food customers.

Among 300 product groups, PG shows, grocery stores sell more units of baby foods than any other, except soft drinks. (The next four are bread; crackers and cookies; toilet tissue, and bar soaps.) The stores surveyed were found to carry 92 varieties of baby foods.

The Baby Food Department also draws other baby products. From two-thirds to one-third of all grocery stores in PG's study displayed in this department canned milk, baby powder, oil, lotion and shampoo, nursing bottles and nipples, and cotton tips. A substantial proportion carried baby pants, diapers, bibs and toys.

Consumption of "baby foods" is not confined to babies. Older people and others who need soft diets are a growing market for these strained and chopped foods. And many cooks use them in recipes, and as topping for desserts, for healthy adults.

Meanwhile, Gerber Products recently widened further the range of service to its young market by acquiring the entire capital stock of Gerber Plastic Co., St. Louis, which makes toys, tumblers and other things. The two companies, however, operate separately; there is no family tie.

To SALES MANAGEMENT Dan Gerber emphasizes that "any more diversification will be in related areas: Babies will continue to be 'our only business.'"

(continued on page 118)



TURNOVER: Every eight seconds Gerber loses a happy customer to adult foods. Consistent advertising, however, brings in replacements.

"Someday I'll Have a Hobby"

When Orville A. Petty was a college student at Wharton School of the University of Pennsylvania he worked! His job was to follow the ice man around and collect the bills! But at the age of 41 Petty—who has been v-p in charge of sales for Schick Incorporated—has a nice, new (and definitely warm) job: Schick has created a new position, assistant to the president, and it's Petty who's walked off with it. But he'll also sit in with the board, a privilege that goes with his new post. . . . Anyone who took up Petty's trail after he left the ice route might have verified his coming glory. He was working on an ambitious thesis—the Production Planning Department of Philco Corp.! His career started with Container Corporation of America. There he spent a year in the company's "Loop Training Course." Then on to a job as sales representative, handling accounts in Connecticut, Manhattan, North New Jersey and Brooklyn. "I moved," says he, is the understatement of the year. After army service he joined a housewares manufacturer. In '52 he went to Schick as eastern district sales manager, became v-p in charge of sales in September, '54. . . . A year ago he moved to Lancaster, Pa., Schick's home. He and his wife and their two children are getting settled in the new home they've built there. "And someday I'll have time to develop a hobby!" he adds.



The Demonstrator: Show It to Sell It!

The B. F. Goodrich Co. has created a new job; heading it, a company veteran. He's Joseph A. Hoban and his new title is v-p-marketing. Joe Hoban may look like a dollar-a-year man in an important Government post, but he's a shirt-sleeves salesman. Began his career in 1919 after service as a naval officer in World War I. Until about a year ago he was v-p of the important Replacement Sales Division. Then he was elected a corporate v-p. . . . Joe is a demonstration fanatic—not mere demonstrations for consumers: Demonstrations for his sales force. When Goodrich brought out its tubeless tire, Joe, the showman-salesman, hauled in his salesmen, whipped them to an agony of suspense, then gleefully stood aside while they jostled each other for the chance to plunge an ice pick into the new tire! He taught them to counter such arguments as, "There ain't no tire built that can hold air without a tube;" "How would you ever hold it on a wheel?" How? With demonstrations, of course. He also had a large fleet of Cincinnati taxis operating on the first tubeless tires. On the day of the tire's introduction each cab announced the fact. Hoban has served the company in Cincinnati, Chicago, Pittsburgh—all tough markets. But he hadn't originally planned to sell tires. His degree is in law. "Well," he says, "there are laws of selling, you know."

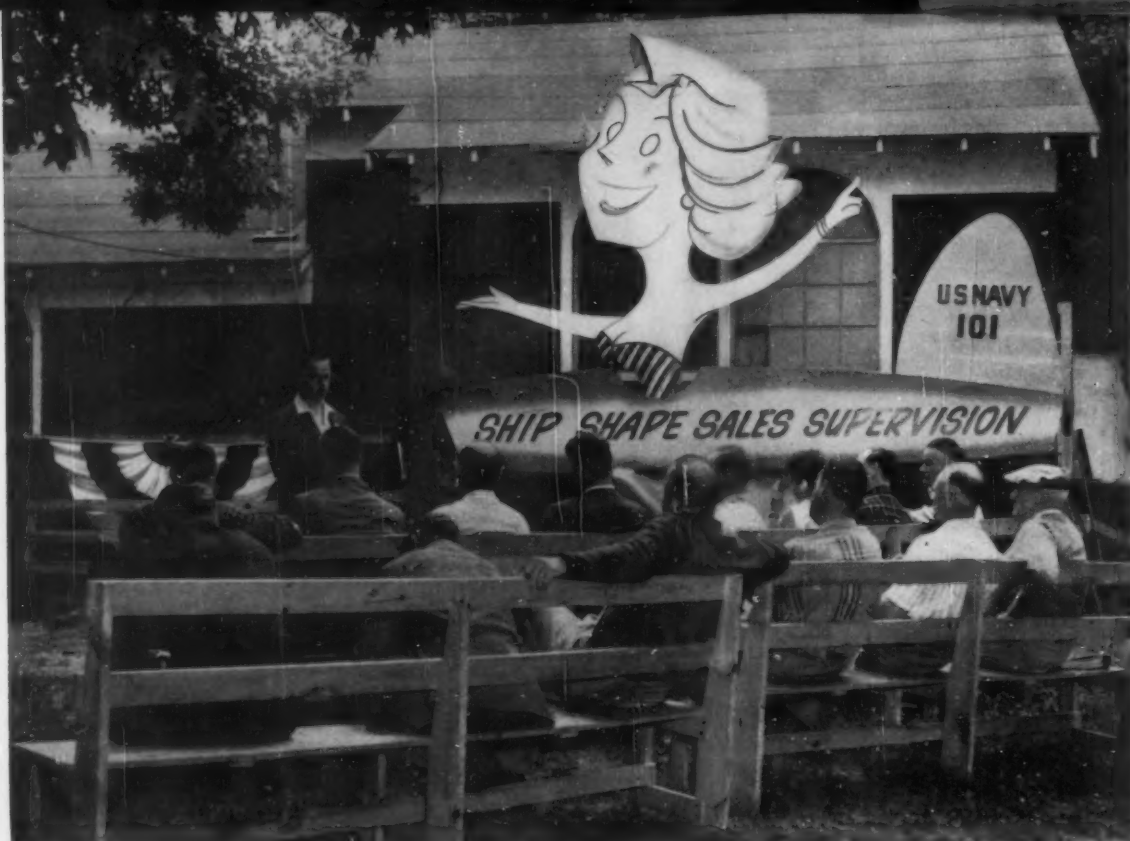
THEY'RE IN
THE NEWS

BY HARRY WOODWARD



The Trademark That Came to Life

In March of this year American Airlines, Inc., inaugurated a new type of nonstop transcontinental air service. Using special interiors for DC-7's, the company dubbed the service "The Royal Coachman." Object: To symbolize a new concept of comfort and luxury for air coach passengers . . . such innovations as seat selection from a diagram. The fare: New York to LA (or reverse) for \$99. For two months before the service went into operation AA had the living personification of The Royal Coachman, an actor, "on the road" as a sort of advance man: Dressed to the nines in coaching gear, The Royal Coachman was interviewed on TV, posed in NY before familiar landmarks for an LA press kit, then rushed to LA for a similar stint to be used in NY newspapers and other media. (Here he's posed in front of Hollywood's Mocambo night club.) Wherever travel directors meet or a suitable audience is assembled, there The Royal Coachman will be. He'll also be used in the airline's advertising. American hopes to make its living Royal Coachman as famous in his way as is Philip Morris' Johnny. By such promotion and the fastest coast-to-coast flights, two daily flights each way, the fun of ordering one's food from special menus *before* flight—American hopes to skim off the cream of the coach flight business.



AWAY FROM IT ALL! This is a typical scene at the four-day Archer-Daniels-Midland workshop for presidents, general managers, and vice-presidents in charge of sales of companies purchasing raw materials for paint from ADM.

Competitors Study, Relax While Supplier Plays Host

Archer-Daniels-Midland sells raw materials to the nation's paint manufacturers. So it invites a group of its customers to the north woods for four days of discussion together.

Archer-Daniels-Midland Co., maker of more than 800 components for the paint industry, has just played host to 125 key executives (68 customers and 57 of its own people) from a group of its customers—paint manufacturers. These customers think so highly of their ADM relationship that they gladly pay their own travel expenses to attend ADM's Northwoods paint sales workshop.

The paint manufacturer-customers from 30 states, met June 18 at Madden Lodge, near Brainerd, Minn. They relaxed in sport clothes, and enjoyed a four-day study "cruise" at ADM's annual workshop.

The executives—presidents, general managers, and vice-presidents in charge of sales for companies that buy ingredients from ADM and from other suppliers—are among the nation's leading producers of paints for sale to consumers and to industrial users. While the men pay their own travel expenses, ADM picks up the tab for the four-day get-together.

This year, as in past years, ADM softly sold its own products. Instead, ADM asked those attending, in advance of the meeting, what subjects they wished to discuss among themselves at the workshop. This year the key executives selected:

1. Human relations.
2. Recruiting salesmen.
3. Dealer training.
4. Selling color.
5. Sales programs.

The 125 executives were divided into five teams: Gauchos, Sheiks, Pirates, Beachcombers, and Apaches. These men represented a total of 1,250 years of selling experience. The men in each group, operating under a conference leader hired by ADM or an ADM executive, stated the objectives in each of the five discussion areas, detailed the importance of the objectives, and then developed suggestions for achieving objectives. For example, in the human relations "buzz" group, the objectives were:

"How to get the maximum sales performance from your salesmen in such a way they will enjoy it.

"1. To explore ways and means of increasing our understanding of human behavior so as to understand ourselves better and get along with others more easily.

"2. To determine what stimulates people and why.

"3. To find a means of increasing the performance of salesmen to technique of human relations." **The End**

Top Management Customers . . . en route



ARRIVAL! Guests debark on the piney shores of Gull Lake. Weather was misting, but spirits were high. It was "get away from it all" with a vengeance!



ARCHER-DANIELS-MIDLAND guests and executives from all over the U. S. met in Minneapolis, boarded Greyhound buses for the trip to Madden Lodge on Gull Lake, Brainerd, Minn.

IF YOU WANT profits where profits ain't . . . sell color and not the paint! This is the "Burma shave" route to meeting hall. Similar signs enlivened all ADM sessions.



Top Management Customers . . . in study



ONE-MINUTE SPEECH: Guests gave concise reports on sales ideas which have worked for them. Clarence Shedden, Davis Paint Co., shows traffic-getting display of paints, pans, and rollers.



MORE ORDER IDEAS: George Schneider III, Foy Paint Co., reports his plan to supply salesmen with color schemes to sell to contractors.

"BUZZ GROUP" TENTS: The 125 attendees were split into groups of 25. Each group covered (in rotation) recruiting salesmen, human relations, dealer training, selling color, and sales programs.





"PIRATE" John McVay, T. C. Esser Co., told of a promotion whereby his company gave away a silver dollar with each gallon of paint purchased. Comic skits followed serious talks in contest among the 125 executives.



BEACHCOMBERS sing a rousing song as part of their groups effort to score 5,000 points in the contest among the five groups.

THE CHAMPS are the Apaches, who scored the highest number of points in the four-day contest among the five teams. The team members scored points for sporting events and for the best skits and bell-ringing speeches.





no better late than never

... is inevitably a salesman's version of a familiar proverb when he's lost an order.

Modern marketing is geared, therefore, to the job of making sure your salesmen are not too late for a chance at wanted business. In such a marketing program, good catalog procedure plays an essential role:

Research shows that over 90% of all industrial purchases are initiated by *buyers* rather than *sellers*, and that buyers almost always use catalogs to get the information they need in determining whose salesmen they want to see. Research also proves that a salesman's chances of *getting an order* are 317% better when he's been *invited* to call by a prospect who has already studied his catalog.

Your answers to the questions in the adjoining column will tell you how well your current catalog procedure can be expected to accomplish its basic job: getting more invitations for your salesmen to bid for available and wanted business.



Sweet's Catalog Service

a division of F. W. Dodge Corporation

119 West 40th Street, New York 18, N. Y.

SALES MANAGEMENT

How effective is your catalog procedure?

Careful answers to these questions will tell you. A "no" to any one of them is good reason to review your entire catalog program.

1. Do you have a tested system for making sure your catalog reaches the important buying influences for your products...in the companies with volume buying power?

yes ☐ no ☐

(Sweet's market-specialized Catalog Files are distributed to the companies that have over 80% of the total buying power in the industries these Files serve. Individuals who receive them are continually checked for their buying influence.)

2. Does your present system provide for the immediate distribution of your catalog to every good, new company that comes into your market?

yes ☐ no ☐

(With daily access to Dodge reports on new plant construction, plus continuing market analysis and field research by its distribution staff, Sweet's spots potential new sources of business immediately; distributes appropriate Catalog Files to them as soon as their buying power is known and qualifies them.)

3. Do you know how many of the men who have received your catalog have kept it, and have filing systems which make it easy for them to find and use it?

yes ☐ no ☐

(Catalogs bound, indexed, and distributed in a Sweet's File are always easy to find, cannot be misfiled or lost.)

4. When your customers and prospects want to compare products, preparatory to calling in possible suppliers, does your system make it reasonably certain that your catalog can't be overlooked?

yes ☐ no ☐

(Sweet's binds the catalogs of comparable products next to each other, indexes each one for easy reference. This minimizes the chances that any suitable product cataloged in a Sweet's File will be overlooked when ready buyers are searching for the answer to a need.)

5. Are you sure that all of your important customers and prospects have your current catalog?

yes ☐ no ☐

(Sweet's distributes new Catalog Files each year. Every user of a Sweet's File is therefore certain that each catalog bound into his Sweet's File provides him with the up-to-date and correct buying data upon which he can rely.)

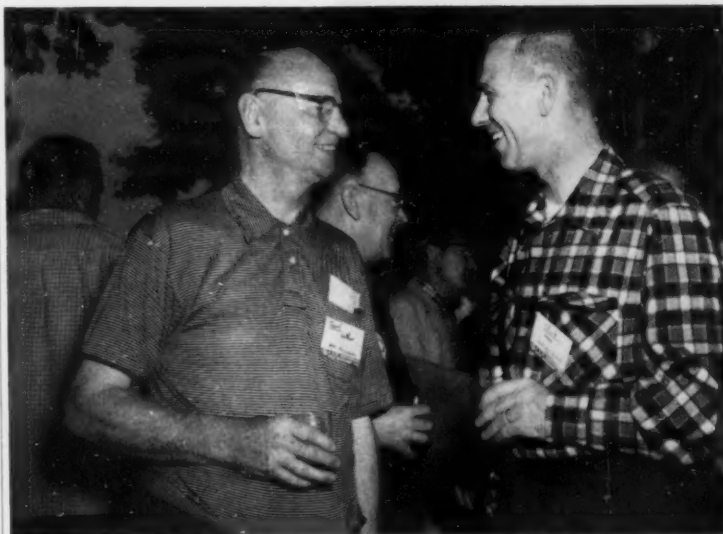
6. Has your catalog been prepared to give your customers and prospects exactly the kind of buying information about your products that they should have...and will it logically lead them to take the next buying action you want them to take: call in your salesman or distributor; write to you; or specify your product?

yes ☐ no ☐

(Sweet's has been designing and producing market-specialized, action-evoking catalogs for fifty years...has had notable success in doing so...designs and produces more manufacturers' catalogs, by far, than any other company in the world.)

There is a Sweet's Catalog Service office near you. A call or letter to any one of them will bring you prompt and thorough help in making sure your catalog...its design, production, and distribution...results in more orders for you at the lowest possible cost.

Top Management Customers . . . relaxing



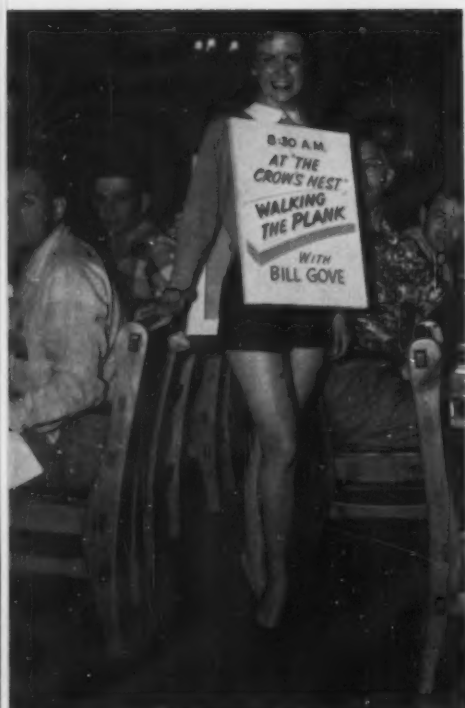
CARL LUTHER (left), originator of the workshop and ADM's director of sales training, greets Charles Lapp, Professor of Marketing, Washington U., who moderated "sales programs." This was one of five "buzz" groups of 25 each.



WILLIAM H. GOVE (above second head shown on right), v-p EMC recordings, says he eliminates word "sell" and says "I'll swap ya!"—implying selling is a two way street. Below (2nd from right), ADM's v-p and gm, J. W. Moore.



Top Management Customers . . . relaxing



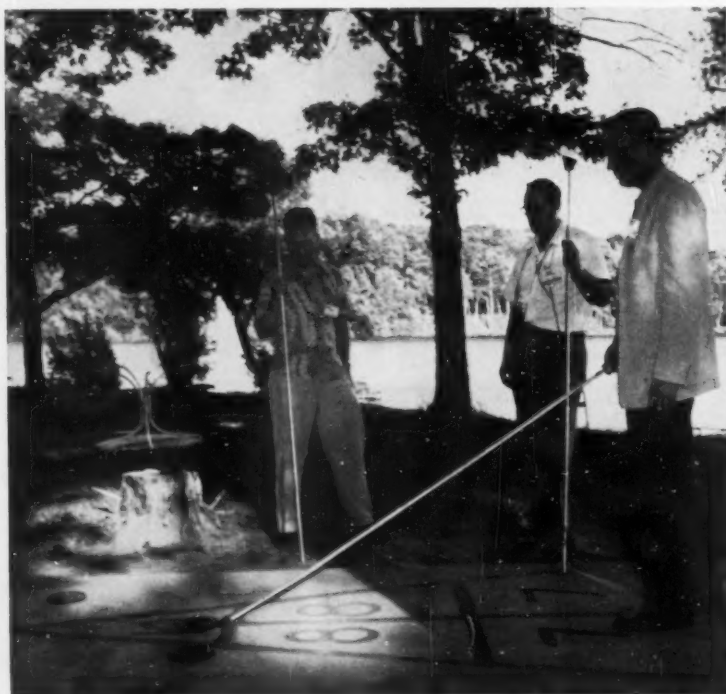
MISS MEETING NOTICE: Who could fail to notice that the next session begins at 8:30 a.m.? Crow's Nest is named for the theater.



IN THE LAND OF THE SKY BLUE WATERS: Just plain relaxing produces a fellowship which may not be acquired in dozens of formal office calls between ADM representatives and their paint-making prospects.



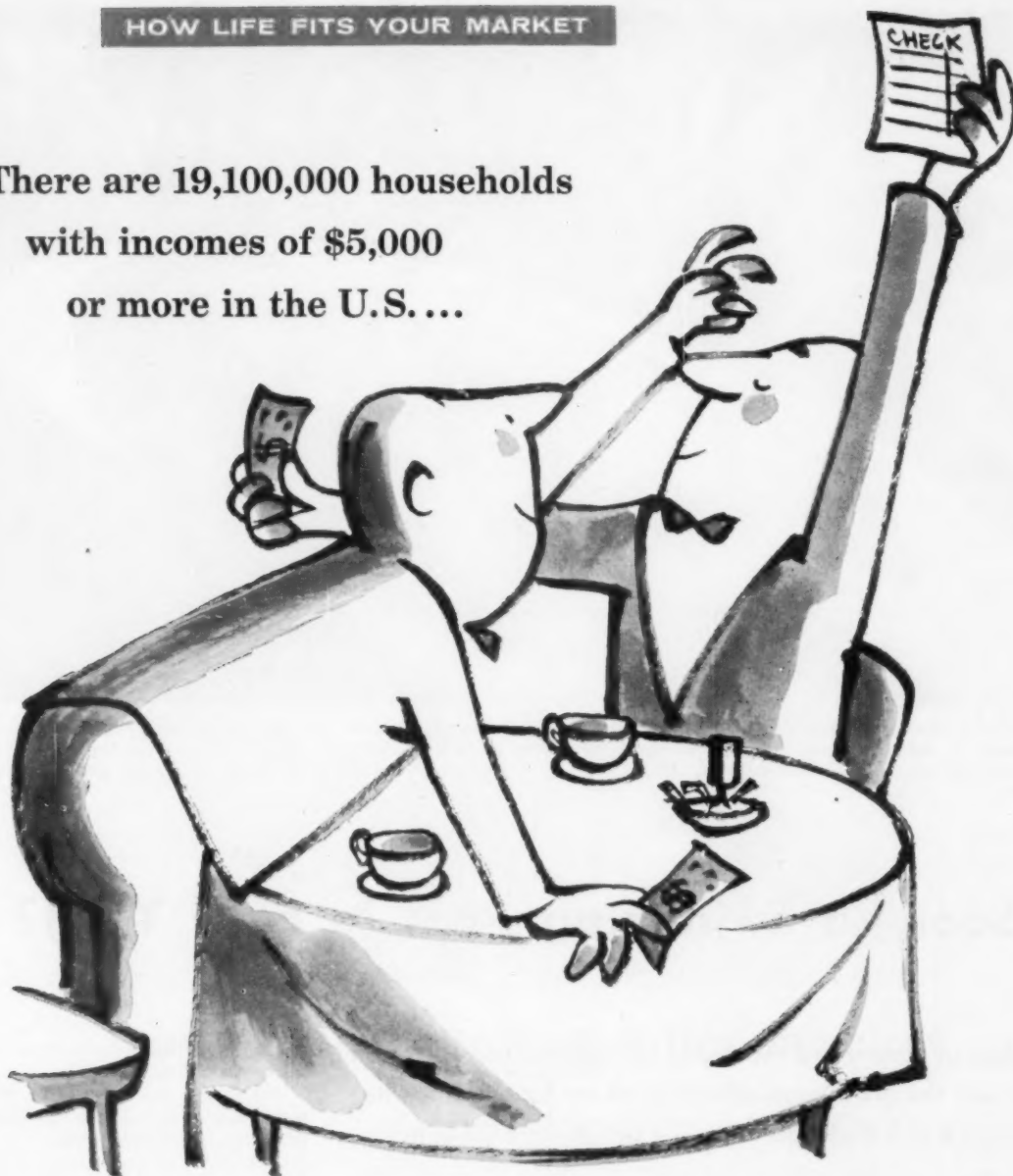
LOUDEST SHIRT: Men at meeting, by applause, decided it was a tie between Don Wagner, of ADM, and Joseph Harryman, Olympic Paint & Varnish Co.



SHUFFLE BOARD, WATER BIKES, BOATS, GOLF: In both sporting events and meeting sessions, team members sought points in a competition among the five teams.

HOW LIFE FITS YOUR MARKET

There are 19,100,000 households
with incomes of \$5,000
or more in the U.S....



and more than 46%* of all households
reporting incomes of \$5,000 or more are reached
by an average issue of

LIFE

In no other medium can an advertiser start with so large a share of the market and be sure he's getting it. This is one of the good reasons why advertisers—for the past 9 years—have kept putting more of their dollars-for-selling in LIFE than in any other magazine. LIFE's total audience of 26,450,000 weekly is larger than that of any other magazine.

Sources: for households reached, *A Study of the Household Accumulative Audience of LIFE*; *A Study of Four Media*, for LIFE's audience.



FIBERGLAS POOL: There is vigorous competition among producers of concrete, aluminum, stainless steel, and fiberglass pools for today's burgeoning market in back yard

swimming pools. This is a Cinderella Fiberglass pool produced by Cinderella Glass Pool Co., Los Angeles, and sold through retailers at an installed price of \$3,200 to \$4,200.

Soon—a Swimming Pool in Each Yard?

The Age of Luxury and the desire for leisure and relaxation now make the growing middle class yearn for and buy what was once a rich man's pleasure—a swimming pool at home.

BY ETNA M. KELLEY

"By 1960 there will be at least 250,000 swimming pools in the United States." This is the belief of Robert Hoffman, publisher of *Swimming Pool Age* and spokesman for a fast-growing industry.

This prediction is based on the experience of the past few years, the number of pools constructed annually having almost doubled each year since 1950. The number built in 1955 was 20,000, bringing the total number of pools in the country to about 56,000. An estimated 30,000 will be built this year.

Reasons for the upsurge, according to Publisher Hoffman, are varied. Here are some:

Lower costs, arising from the development of new construction methods, new materials, and the lower cost of filtration and other equipment designed specifically for pools. Many new builders have entered the field; this leads to competition. The business is now a year-round one.

Trend to outdoor living, with increased popularity of swimming. Millions of men learned to swim as members of the armed forces and brought

the skill home with them, extended it to their families.

People have more money to spend, more leisure time. They travel more, swim in public pools. Conversely increased highway traffic makes them want recreation at home. Steep initiation fees (sometimes \$2,000 to \$5,000) for country clubs is another factor in the home pool trend.

There is a sort of chain reaction to the development. Its very nature involves many in its growth, including well established firms in raw materials (plastics, steel, aluminum), chemicals and the building fields. The number of builder-contractors is also rising sharply—from a few dozen 10 years ago to well over 1,000 at present. With each bidding for his share in the melon, the cumulative effect, promotionally, is marked. Moreover, the industry has its own built-in display feature: The mere sight of a private pool arouses desire for owner-

Product-design engineers make markets grow



they made cooling a hot market

In 1930, when most people just talked about the weather—with summer a signal to turn limp or get out of town—product-design engineers were hard at work. Applying principles of mechanical refrigeration, they soon made air conditioning practical . . . helped turn it into one of America's liveliest industries. A \$607,000,000 baby—and growing fast—air conditioning is a perfect example of success paced by the consistent creativity of product-design engineers.

Today, more than ever, product-design engineers are doing big things for products and people. They're creating **NEW MARKETS** and **MAKING THEM GROW**.

These are the "product-idea-men" of industry—highly sensitive to every technical development in their field. Their design decisions are critical—determining the materials, parts, components and finishes used in their products.

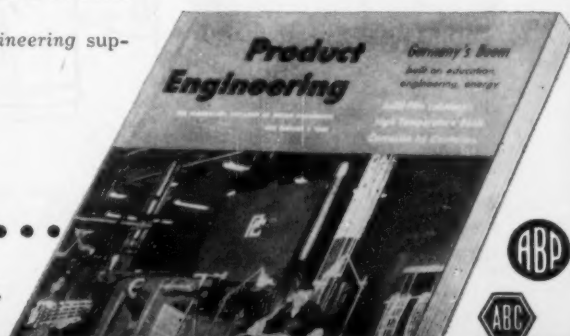
Because Product Engineering sup-

plies the kind of useful information that leads to wise design decisions—more than 32,500 product-design engineers have made it the fastest growing publication in its field. To reach these men *who make markets grow*, advertisers put more pages, and invest more dollars, in *Product Engineering* than in any other design magazine.

Product Engineering makes sales grow

Product Engineering, McGraw-Hill Bldg., New York 36, N.Y.

The McGraw-Hill Magazine of design engineering



ship among swimming enthusiasts.

This year's output of 30,000 pools will represent an expenditure of \$325 million, says Publisher Hoffman. The greatest number are still being constructed in warmer regions such as the Pacific Coast, Texas, and the mid-South, but other areas are catching up. (Straw in the wind that indicates activity in the East: On any given Sunday *The New York Times* may carry 10 or more advertisements of local or near-by swimming pool builders and suppliers.)

Prices vary with size, type of material and location. In frost-free areas a pool may be had for as little as \$1,500. In colder climates the bottom range has run from about \$3,500-\$5,000, but some builders are bringing the figure down to \$2,000-\$2,500 for pools with filters, underwater lighting and other equipment. Do-it-yourselfers may reduce the cost still more. A recent article in *Coronet* describes a 16' x 40' installation, with much of the work done by the owners, at less than \$1,100. Responsible members of the industry regard with misgivings the overemphasis on do-it-yourself jobs, and the entrance of inexperienced contractors willing to cut prices too radically. A poorly designed or built pool causes many a headache to its owner and is a bad advertisement for the industry.

Community pools, financed cooperatively, are increasing at a rapid rate. *Swimming Pool Age* foresees the day "when every city and hamlet in the U. S. will have its own public pool."

Significantly, 80% of residential pools built last year were paid for in cash. Seventy percent of the loans for the 20% that were financed were extended by banks and the rest by savings and loan associations and finance companies. A still smaller proportion, 11%, of public pools constructed (municipalities, schools, "Y's," hotels, motels, clubs, etc.) were financed by outside sources, 60% by banks.

In June 1954, Congress forced the FHA to discontinue home improvement loans to finance swimming pools, even though that agency reported its credit experience with such loans as "quite favorable." The industry believes that instalment buying might exert the same influence on pool sales as it has in the automobile and appliance fields. This realization is reflected in current consumer advertising. Examples: East Coast Swimming Pool Co. ("Bank Terms. Ask about our Five-Year Plan"), and Refinite Sheldon Swimming Pool Co. ("Financing Available").

Concrete is the most widely used material for swimming pools. One of the economies in current building

practice is the method of application, by means of a "spray gun" — the Gunitex construction method. Shot against steel mesh, which reinforces it, the concrete requires no rigid forms. This permits latitude in the shape of the pool, which may be "free form" or the conventional oval or rectangular. Sheldon Flexible Forms, Inc., was the first to offer a poured concrete pool with flexible steel forms that can be used over and over, in any desired shape. Within the last six months at least half a dozen others have developed flexible re-usable forms, with resultant economies.

Metals for Pools

Both aluminum and steel are used for pools. Chester Products Co., a Division of Ransohoff, Inc., Hamilton, O., makes aluminum pools. Koven Steel Swimming Pools, Inc., a Division of L. O. Koven & Brother, Inc., has three plants in New Jersey where welded steel pools are fabricated. American Bridge Division, U. S. Steel Corp., Pittsburgh, makes pools under the Ambridge trade name. Tower Iron Works, Providence, R. I., also makes all-steel pools.

The most spectacular gains within the next few years may well be in vinyls and fiberglass. Indication of the bright future of fiberglass pools is the number of major contractor-supplier firms aggressively merchandising them. Two pioneers: Paddock Pool Equipment, that sells fiberglass pools through its subsidiary, Cinderella Pool Co.; Delorich Enterprises. Stephen F. Mandel, manager, Consumer Products, Owens-Corning Fiberglas Corp., reports that a total of 500 fiberglass pools were built in 1955, estimates that 1,500 will be built in 1956, and that the total installed by 1960 should reach 50,000.

Biggest gains to date in the field of plastics are in vinyl liners. Bilnor Corp., Brooklyn, sold 400 vinyl liners in 1952; 3,500 in 1955, and expects to sell 5,000 this year. Bilnor sells directly to contractors, who install the liners in concrete-block tanks; also to Sears, Roebuck & Co. that packages the liners in a do-it-yourself kit for \$325. With filter system and other needed equipment the buyer can build his own pool for about \$1,700.

Something entirely different is offered by Doughboy Industries, Inc. — an inflatable pool requiring no excavation, which can be stored away when not in use. An outgrowth of the firm's backyard pool for children, Doughboy's "family size" pool was introduced in 1952. The largest, 22 feet in diameter and 3½ feet high, holds almost 10,000 gallons of water.



"Don't you think what I've done in the last six months looks better than your Aunt Anna?"

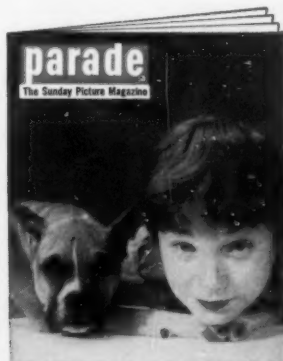


That's what Miss Liberty has been saying to some 27 million immigrants since 1886 . . . and to tell their story

The American Museum of Immigration is to be erected at the statue's base.

This eye-catching picture and story appeared in a recent issue of *PARADE* . . . and it caught the eyes of 8 out of 10 readers—who stayed to get the whole story. Making people stop, read and remember is something *PARADE* does so well that independent surveys show it's now the best read magazine in America—bar none.

To advertisers this means twice as many readers for their dollars in *PARADE* as in the big weekday magazines. It all adds up: To open new markets, to establish brand names, to build sales all week long—*PARADE has what it takes!*



PARADE . . . THE SUNDAY MAGAZINE SECTION OF MORE THAN 50 FINE NEWSPAPERS COVERING SOME 2660 MARKETS . . . WITH MORE THAN 15 MILLION READERS EVERY WEEK

Price is \$350. It consists of a side support of plastic-coated steel wire-webbing and a liner of heavy plastic. With it are a ladder, a combination filler-and-inflator, two drain outlets and an outlet with 25 feet of plastic hose for draining. The carton in which the pool arrives (and in which it may be stored when not in use) looks no larger than one in which a television set might be packed. A filter system, chemicals and other accessories are extra—but even with all the trimmings the unit should cost well under \$1,000.

Supported by television advertising and a spread in *Life* last year, Doughboy's large-size pools sold in the "thousands," according to Joseph A. Ferris, vice-president in charge of public relations. The company is now working on a pool to hold nearly 15,000 gallons of water.

The industry's 1,100-odd contractor-builders are as a rule supply houses as well, offering chemicals, filtration equipment and other products used in connection with swimming pools. There are several in the industry whose yearly volume in such supplies hits or exceeds the million-dollar mark.

Pool Accessories

An idea of the range of such products may be had from a look at the 52-page catalog of Modern Swimming Pool Co., Inc., White Plains, N. Y. Its alphabetical index lists four types of brushes; four diving boards; seven diving stands and five kinds of diving board equipment—pads, runners, preservative; three kinds of underwater lights; such miscellaneous items as an anti-chlorine gas mask and wrist bands and brass checks. Five pages are devoted to drains and fittings.

Many of the items listed in Modern Swimming Pool Company's catalog are optional or are used chiefly by operators of public pools. But this is not true of chemicals and filters, chlorination and filtration equipment, almost universally used in some form. Companies catering to this market include Johns-Manville Corp. (Celite for filtering); Pennsylvania Salt Mfg. Co.; Sterwin Chemicals; Olin Mathieson Chemical Corp.; Columbia Southern Chemical Co.; Dicalite Division of Great Lakes Carbon Corp.

Though swimming pools are a relatively small part of the larger firms' over-all market, these firms consider it well worth cultivating. Sterwin Chemicals, a subsidiary of Sterling Drug, Inc., has brought its volume of *Roccal*, an algicide, to more than \$100,000. Olin Mathieson

offers chlorine in either tablet or granular form and sells equipment for applying this chemical. Example: a dissolving basket for tablets. A Hypochlorinator, a unit which stores the tablets, dissolves a given number at a time and feeds a controlled quantity of the solution into the pool. Olin Mathieson's booklet "Making the Pool Safe and Sanitary" lists eight other manufacturers of hypochlorinating equipment and four makers of kits for testing the alkalinity of pools. Both Sterwin and Olin Mathieson sell through pool supply houses.

"The job of building confidence in yourself is like a slum clearance project. First you have to demolish the slums — those outdated inferiority feelings that are dark, dilapidated, and dreary. Afterwards, you can construct new buildings, housing self-confidence and letting in opportunity and achievement."

—"How to Win Success Before Forty," by William G. Damroth

Up to now the equipment manufacturers have been more or less concentrated in two main centers, California, and the Northeast, near New York. Bigger firms keep opening additional distribution points, so that now nearly every home owner in the U. S. is within fairly easy reach of the services of a builder or an equipment dealer.

Largest California firms are: Pad-dock of California, Inc., Swimquipt, Inc., and Anthony Bros. (that built 1,000 concrete pools in California last year). Leading eastern builders, in addition to Modern Swimming Pool Co., include: East Coast Swimming Pool Co., Valley Stream, N.Y.; Welding Engineering Co., Hempstead, N.Y.; E. L. Wagner Co., Darien, Conn.; Sylvan Corp., Doylestown, Pa. In the Midwest, Refinite Corp., Ralston, Neb., is both a builder and a major supplier.

A lively newcomer is International Swimming Pool Corp., White Plains, N. Y. It offers a "packaged" swimming pool of plastic, complete with filter, for \$2,000 or less. Introduced

early last winter, the pool was advertised extensively in copy featuring Esther Williams, who is lending not only her name but her promotional efforts in behalf of the firm. To recruit dealers an advertising spread appeared in *Salesman's Opportunities* and pages in *Swimming Pool Age* and *Building Specialties*. Dealers were also sought through copy in *The New York Times*, *The Wall Street Journal* and other media.

The 60,000-odd pools in the U. S. constitute a fruitful market for chemicals, replacement equipment, sports and athletic goods, building materials and numerous other products and services. A recent market survey compiled by *Swimming Pool Age* estimated these 1956 requirements, for new and existing pools: 45,000 diving boards; 40,000 ladders; 50,000 underwater lights; 8 million feet of piping for recirculation and drainage; more than \$1 million worth of drains and fittings; \$8,500,000 worth of chemicals. Water heaters are coming into wider use, being "incorporated in a high percentage of all outdoor pools built in some sections of the country," according to the survey.

Pool Frills

Then there are the "refinements" — not essential, but attractive to some pool owners — such as the automatic skimmer that removes floating bugs, leaves, etc.; pool murals, one of which is advertised as "changing plain pools to beautiful Poolaramas."

Though public swimming pools and pools for the wealthy have been known in this country for generations, the industry in its present form has sprung up since World War II. Its growth has brought headaches, notably faulty installations by fly-by-night builders. The current period is one of transition, marked by extensive experimentation in materials and methods of construction. An estimated 10,000 public or semipublic pools will be built this year, and nobody knows where to find operators for them. ("They'll take a lifeguard, give him a half-hour's instruction, and set him up as an operator," says a pessimist in the field.)

But the transition period will pass and the industry will get over its growing pains. Perhaps in our lifetime its goal — making swimming pools as universal and commonplace as television and automobiles — will be realized. And if not in the lifetime of today's adults, it may well be realized before the dawn of the 21st century.

The End



Do you crave car-owners?

If an automobile registration is a sign of a good prospect for you... you can register The News as your best prospect for good prospects in the New York market. Because The News has 2,830,000 readers in households owning a car—more than all other New York City morning papers combined! Also more than all other New York City evening papers combined! And you get more home owners, families with children, high incomes, and high education brackets as well!

In fact, before you start planning your next advertising program, you'll find it profitable to spend some time with the Profile... the most comprehensive study of newspaper readers ever made. W. R. Simmons & Associates Research interviewed 10,345 newspaper readers in New York City and suburbs—and found out more about them as customers than anybody has ever known before. It is also one of the most costly surveys ever made, but it can make money for you! Ask your advertising agency, or any New York News office, to show you—

"Profile of the Millions"

THE NEWS, New York's Picture Newspaper...with more than twice the circulation, daily and Sunday, of any other newspaper in America...
220 East 42nd St., New York City... Tribune Tower, Chicago...
155 Montgomery St., San Francisco... 3460 Wilshire Blvd., Los Angeles

Readers in households owning a car

News	2,830,000
Mirror	1,180,000
Times	750,000
Herald Tribune	550,000
Journal American	910,000
Post	560,000
World Telegram & Sun	760,000

Source: "Profile of the Millions"
Copyright 1955 by News Syndicate Co., Inc.



action in



*how to make a
business decision*

HOW MANAGERS ARE MADE · II

**You can
grow your
own executives**

This April *Nation's Business* article outlined basic steps in successful decision-making . . . and within the month, 738 businessmen in these companies (and others like them) wrote for a total of 14,395 reprints!

A 250-employee firm's management training program was described in this April *Nation's Business* article . . . by the end of the month, 536 businessmen in companies like these requested a total of 6,789 reprints!

AIR ASSOCIATES, INC. . . . ALLIS-CHALMERS MANUFACTURING CO. . . . AMERICAN VISCOSE CORPORATION . . . ARMCO STEEL CORPORATION . . . AVON PRODUCTS, INC. . . . BUTTE STEEL & CONSTRUCTION CO. . . . CATERPILLAR TRACTOR CO. . . . THE CHAMPION PAPER AND FIBRE CO. . . . THE CHESAPEAKE & POTOMAC TELEPHONE CO. . . . CROWN CORK & SEAL CO., INC. . . . DEARBORN CHEMICAL COMPANY . . . E. I. DUPONT DE NEMOURS & CO. . . . THE ELECTRIC STORAGE BATTERY CO. . . . FORD MOTOR COMPANY . . . GENERAL ANILINE & FILM CORP. . . . GENERAL ELECTRIC COMPANY . . . INTERNATIONAL BUSINESS MACHINES CORP. . . . LATROBE STEEL COMPANY . . . THE

THE CHAMPION PAPER AND FIBRE CO. . . . CLEVELAND TRANSIT SYSTEM . . . THE DELAWARE, LACKAWANNA & WESTERN RR CO. . . . THE DIAMOND MATCH COMPANY . . . ETHYL CORP. . . . GENERAL PETROLEUM CORPORATION . . . INLAND STEEL COMPANY . . . LINK-BELT COMPANY . . . NATIONAL BANK OF DETROIT . . . NATIONAL LEAD COMPANY . . . NEW YORK CENTRAL SYSTEM . . . OLIN MATHIESON CHEMICAL CORP. . . . PRATT & WHITNEY . . . SCOTT PAPER COMPANY . . . SOUTHERN UNION GAS CO. . . . SUN OIL COMPANY . . . SWIFT & CO. . . . TENNESSEE COAL & IRON DIV., U.S. STEEL . . . THE TEXAS COMPANY . . . WHIRLPOOL-SEEGER CORP. . . . WORTHINGTON

editorial readership results in business action in



750,000 paid circulation—Read by 75,000 executives of business members of the National Chamber of Commerce and . . . 675,000 other leaders of the American business community who paid for their subscriptions at the annual rate of \$4.00.

Key businessmen . . . in these companies and others like them . . . read *Nation's Business* and *respond* to its editorial content. Requests pour in from every field of business and industry—metalworking, insurance, transportation, banking, retailing, manufacturing, textiles. "Here is my check . . . please rush reprints" is typical of 3,587 letters requesting 90,470 reprints of current articles. If you sell goods or services to companies like these, *action in business* results when you advertise to business in *Nation's Business*.

business

10 STEPS TO HELP YOU SELL

"Effective persuasion" moves products, goods and services, according to this article in the April *Nation's Business* . . . by the end of the month, 415 businessmen responded by ordering 16,592 reprints!

HOW MANAGERS ARE MADE

General Electric's findings in a 3-year study of management development techniques were reported in this March *Nation's Business* article . . . in two months, 1,261 businessmen asked for a total of 26,932 reprints.

ARMOUR & CO. . . . CHRYSLER CORPORATION . . . CROWN CORK & SEAL CO., INC. . . . E. I. DUPONT DE NEMOURS & CO. . . . FLORIDA CITRUS CANNERS COOPERATIVE . . . GENERAL ANILINE & FILM CORP. . . . GENERAL ELECTRIC SUPPLY CO. . . . THE HAUSMAN STEEL COMPANY . . . LIBERTY MUTUAL LIFE INSURANCE CO. . . . MOORE BUSINESS FORMS, INC. . . . OLYMPIA BREWING COMPANY . . . PACIFIC POWER & LIGHT CO. . . . PETERS SHOE COMPANY . . . RAYBESTOS-MANHATTAN, INC. . . . RAYTHEON MANUFACTURING CO. . . . SUN STEEL CO. . . . TEXAS BANK & TRUST CO. . . . UNITED STATES RUBBER COMPANY . . . UNITED STATES STEEL CORP. . . . THE UPJOHN

AMERICAN MAIL LINE . . . AMERICAN TELEPHONE & TELEGRAPH CO. . . . BEMIS BROS. BAG CO. . . . BENDIX AVIATION CORPORATION . . . BETHLEHEM STEEL COMPANY, INC. . . . CESSNA AIRCRAFT CO. . . . THE CHICAGO SCREW COMPANY . . . THE CLEVELAND GRAPHITE BRONZE COMPANY . . . FEDERATED METALS DIVISION . . . THE FIRESTONE TIRE & RUBBER CO. . . . GENERAL ELECTRIC COMPANY . . . GENERAL TIRE & RUBBER CO. . . . JOHN HANCOCK MUTUAL LIFE INSURANCE CO. . . . HARDWARE MUTUALS . . . THE HAUSMAN STEEL COMPANY . . . HOME MANUFACTURING COMPANY . . . THE KELLY-SPRINGFIELD TIRE CO. . . . MILES LABORATORIES, INC. . . . MONSANTO CHEMICAL CO.

Nation's Business

Interested in the subjects covered in these articles? Reprints are still available, on request . . .

ADVERTISING HEADQUARTERS 711 THIRD AVENUE, NEW YORK 17, N. Y.
WASHINGTON • CHICAGO • CLEVELAND • DETROIT • LOS ANGELES • SAN FRANCISCO



... and what woman doesn't want to? Answer: Practically none. And Gossard is using booklets like this to stimulate interest in its Charm Colleges—and its girdles.

How Firm a Foundation...

... Gossard has anchored its sales figures on Charm Colleges—cooperating with retailers to sell Teena, her mama (and grandmama!) And girdle sales are zooming.

The H. W. Gossard Co., is boosting girdle sales in the teenage and pre-teen market by capitalizing on every young girl's admiration for glamorous fashion models.

The company lures prospective young customers, and older ones too, back to school to learn how beauty queens get to be so attractive.

In cooperation with retailers across the country, Gossard, with headquarters in Chicago, conducts Charm Colleges designed to show the relation between figure control and the cur-

rent fashion silhouette. Along with figure lessons go instruction on such charm essentials as good posture, proper make-up and grooming. All are demonstrated in fashion show manner by a group of young women who represent Gossard all over the country.

Gossard's fashion show directors are frequently beauty queen winners, or they may be Chicago or New York models with a flair for explaining the fine points of fashion and foundations.

So that the Charm College stu-

dent can take home reminders of some of the things she has learned, Gossard has developed special booklets for the teenager.

These booklets, "DO YOU PASS THE MODEL TEST," and "DO YOU DRESS LIKE A MODEL," contain grooming and fashion information which is both helpful to the teenager as well as to the retailer whose name is imprinted on the back.

Wayne Beaudette, Gossard director of sales, says a two-day Charm College, with shows given as often as three times a day, can boost retailers' sales by as much as 50% at the time of the promotion, and that sales continue high for weeks after.

... and Air Force wives!

Gossard also cooperates with retailers in giving shows to special groups. One Charm College was conducted for more than 200 wives of U. S. Air Force men at Scott Air Base, Illinois. College girls have been students at Gossard schools held at Purdue University, Lafayette, Ind., and Drury College, Springfield, Mo.

"The success of these promotions" says Wayne Beaudette, "depends largely on how much merchandising the retailer puts behind them. One of the most successful Charm Colleges we have ever had was held by Scruggs-Vandervoort-Barney in St. Louis."

This Charm College was well advertised by the store in the local papers for over a week before the event. In addition, concentrated local publicity helped to alert the city's teenagers.

So that the store personnel would know about the Charm College, a special showing for the 350 employees was arranged.

Window displays, and store displays in such spots as elevators, escalators, and the tea room helped to set the mood both for customers, and the store employees.

Teenagers flocked to the showings, which were held three times a day first in the main store and then in the branch store.

This formula has been repeated by stores all over the country.

In the fall, when the retailer is out to capture the back-to-schooler's dollar, Gossard will again put its Charm Colleges on the road.

"We've found," says Wayne Beaudette, "that the best way to attract the teenager is to talk to her about the thing's she's interested in most—through young women she respects. It's a type of communication that certainly pays dividends in new customers."

The End

**MILL & FACTORY'S CIRCULATION METHOD IN ACTION —
INDUSTRIAL SALESMAN WORKS CLOSELY WITH PLANT SPECIFYING
INFLUENCE IN BLUEPRINT CONFERENCE.**



You know Mill & Factory readers specify and buy...because...

Industrial salesmen tell us who they are and where they are! And *nobody* knows buying influence better than the industrial salesman.

Titles mean nothing to him, because in virtually every plant men with different titles specify and buy. In today's complex industrial market, only the salesman, through his personal contacts, knows *exactly* who these men are.

That's why MILL & FACTORY has rejected traditional circulation meth-

ods based on titles in favor of the *salesman-built*, Franchise-Paid circulation method. Here's how it works: 1,645 industrial sales engineers — who make over 2,000,000* sales calls per year on the important plants in every trading area of the U. S.—select the *personally identified* buying influences who read MILL & FACTORY.

This makes MILL & FACTORY the only industrial publication specifically designed to do industrial advertising's first and most important job

—to back up your salesmen by reaching the same men they must see to sell your products!

*Based on the conservative estimate of 5 calls per day per salesman.

Mill & Factory

205 East 42nd Street
New York 17, N. Y.

A Corner-Mast Publication

NEP BPA



MILL & FACTORY REACHES THE MEN, REGARDLESS OF TITLE, YOUR SALESMEN MUST SEE TO SELL!

JULY 20, 1956

The Ice Man Is Coming Back!

Waring's new attachment, operating from its famous Blendor base, has just one job: to crush ice. But the marketing problem is to create hundreds of uses for ice so the Ice Jet will sell.



"Sales of the new Ice Jet attachment for the Waring Blendor, for the first six months of 1956, are exceeding original company estimates by more than 50%," according to J. P. McIlhenny, vice-president in charge of Waring Products Corp. sales. So rosy is the picture that sales goals for the second six months of the year have been raised 75% over original estimates. More than 25% of the distributors have reordered since placing original orders when the Jet was introduced last January.

Retailing at \$16.95, the Ice Jet crushes four trays of ice cubes in less than 90 seconds, or just about as fast as the hand can feed them into the machine. The product is making a lot of people happy: the automatic refrigeration industry (it creates the desire for more and bigger ice cube compartments); the ice companies, that sell ice cubes; the Waring Blendor dealers, because it means sales not only of the Ice Jet, but of the Blendor as well—since the Jet will work only on the Blendor's power base; consumers, who are accepting Waring's "Elegance in Ice" ideas and are glamorizing desserts, salads and beverages with crushed ice. According to Sales Vice-President McIlhenny, it "should make crushed ice as popular in the home as the Waring Blendor has made blended drinks and foods."

The Jet was introduced to dealers at the Housewares Show in Chicago. The actual unveiling took place the night before the show opened, when the product was demonstrated at a meet-

ing of Waring Products district sales office personnel and some 25 manufacturers' agents. It is sold through these agents in the U. S. and Canada. There was a surge in sales in February and March as dealers stocked up. There was a second spurt in April, after the first consumer advertising appeared. Since then, running counter to the seasonal appliance cycle, volume has been accelerating week by week. "We feel we have barely tapped the potential market," McIlhenny says.

The Jet has complete national distribution. It is selling best in the major metropolitan markets, where the Blendor itself has always enjoyed its heaviest volume.

The traditional appliance discount applies on the Ice Jet as it does on the Blendor: 50% off retail list to distributor, 40% off to dealer in quantities, and 35% off in single lot purchases.

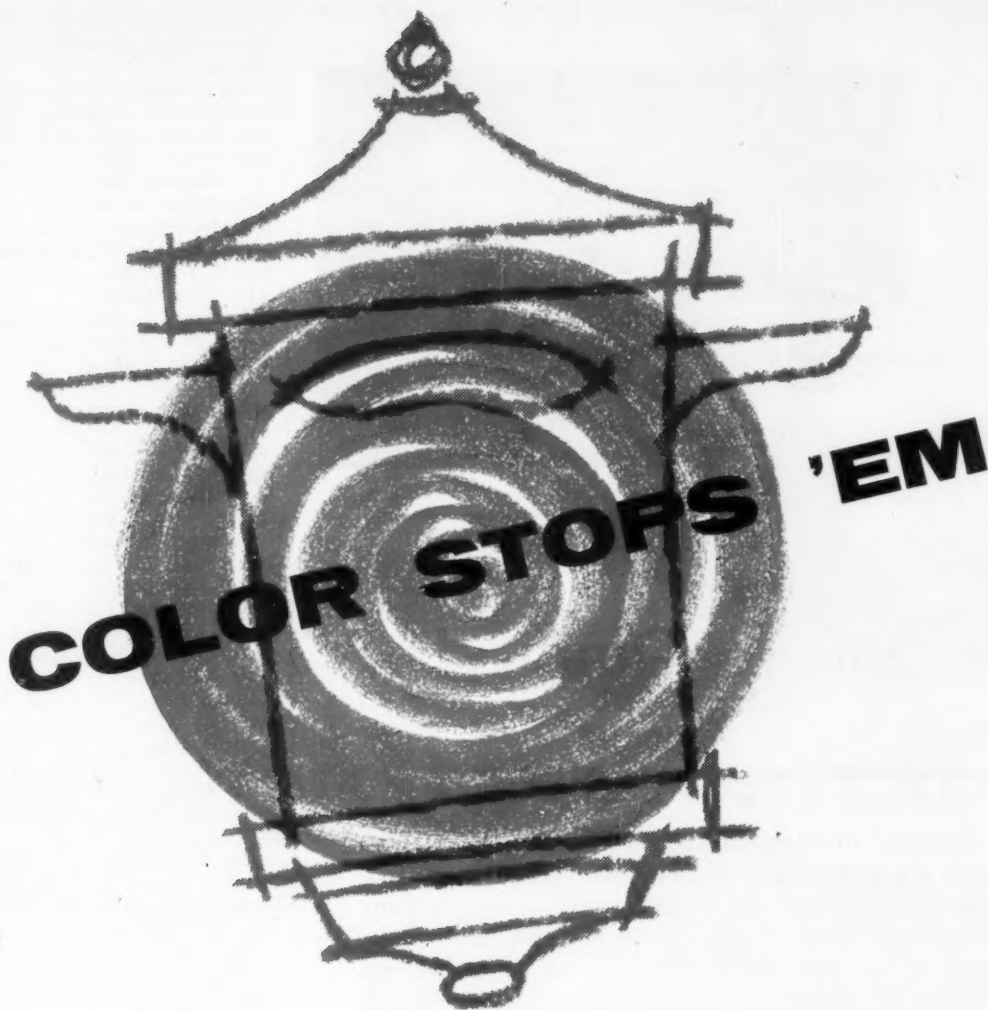
The Waring Blendor was developed and introduced by Bandleader Fred Waring in 1937. Now owned by Dynamics Corporation of America, the Blendor is promoted, advertised and sold through its subsidiary, Waring Products Corp. More than a million Blendors had been sold when the Ice Jet was put on the market.

Much of what the company has learned through marketing the Blendor can be applied to promotion of the Ice Jet, says McIlhenny, though the approach is different. The Jet performs only one task — ice-crushing — and does it speedily, ef-

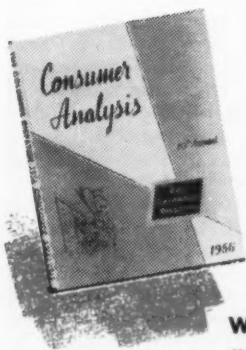
fortlessly and superlatively well. Sales strategy is to develop and popularize uses for crushed ice. The Blendor, on the other hand, has 500 or more uses. This diversity creates the problem of which ones to concentrate on promotionally. But to both the same sales principle applies: *Demonstrate, and get people to try the product themselves.*

Acceptance of the Blendor was gradual. It was originally popularized in cocktail bars to take the effort out of making frozen daiquiris. Health-food fans soon adopted it for liquefying fresh fruits and vegetables. Housewives used it for a wide range of tasks from pureeing soups to preparing baby foods. Many new uses were developed by purchasers themselves. When it became apparent that laboratories, hospitals and institutions, and chemical companies were using the Blendor for industrial purposes, the firm brought out a gallon-size commercial unit which sells for \$275.

Principal lesson learned through experience with the Blendor, which can be applied to marketing the Jet, is the value of *demonstrating*, and more specifically, getting those who sell it or are in a position to influence sales, to *use* it. This group includes the firm's own salesmen, manufacturers' agents, and wholesalers of hardware, electric appliances, jewelry, drugs. Also included are dealers, food editors, home economists, utility representatives, television program directors and performers. Since the action of the Jet is even more spectacular than that of the Blendor, this try-it-



In Merchandising . . . in Advertising . . . nothing catches the eye like **COLOR**! Now, you can capture more attention . . . more sales . . . more impact . . . in Columbus and the rich Central Ohio Market. Use new, ROP Full Color advertising in the Columbus DISPATCH and watch profits grow. Write for information today!



Columbus Dispatch

Read in more than 4 out of 5 Columbus homes daily . . . 9 out of 10 on Sunday

National Representatives: O'Mara & Ormsbee, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco.
McAskill & Herman, Inc., Miami Beach.

WANT FACTS on products, brand popularity and market trends? Send for the 10th annual Columbus Dispatch Consumer Analysis.

Prominent Users of Strathmore Letterhead Papers: No. 123 of a Series



American's Finest Retail Development
Evergreen Plaza
RETAIL AND RESIDENTIAL • CHICAGO, ILL. • 1960
STRATHMORE PAPER COMPANY
STRATHMORE PAPER COMPANY

A bird's-eye view of Evergreen Plaza, cited for its outstanding architectural contribution to the Chicago area.

Shop for Quality!

Modern merchandising puts great importance upon a quality approach to the customer. Witness Chicago's Evergreen Plaza, which includes among its many superlatives an arresting letterhead on Strathmore Writing — one of Strathmore's fine business papers. Truly, nothing conveys a firm's good reputation so soundly as the look of its correspondence, and no letterhead paper so distinctly says *quality* as Strathmore.

EVERGREEN PLAZA is one of the most advanced retail developments in the country, with building and operating methods that have been studied by visitors from all over the world. Its fifty-two stores serve a good deal of suburban Chicago with the finest merchandise and with every possible convenience.

STRATHMORE LETTERHEAD PAPERS: STRATHMORE PARCHMENT, STRATHMORE SCRIPT, THISTLEMARK BOND, ALEXANDRA BRILLIANT, BAY PATH BOND, STRATHMORE WRITING, STRATHMORE BOND, ENVELOPES TO MATCH CONVERTED BY OLD COLONY ENVELOPE CO.

STRATHMORE THIN PAPERS: STRATHMORE PARCHMENT ONION SKIN, STRATHMORE BOND ONION SKIN, STRATHMORE BOND AIR MAIL, STRATHMORE BOND TRANSMASTER, REPLICA.

STRATHMORE

Makers of Fine Papers

STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS

yourself angle is proving just as effective as it was for the original product.

Nevertheless, demonstration was prevented, by regulation, when the Ice Jet was introduced at the Housewares Show. This hurdle was overcome through the use of 3" x 4" Ektachrome color slides shown by rear view projection, blown up to 20" x 26" size. The equipment was furnished by Animatic Productions. The slides showed the unit in use and various crushed ice applications. The color and the magnification had high attention value.

Direct Mail Build-Up

A direct mail build-up for the Jet was started even before the show, and this medium has been used with good results up to the present. First of the series was a letter sent from Iceland by air mail, with an Icelandic stamp and no identification of the sender on the envelope. The letter, which showed the map of Iceland in outline and the nation's flag, carried the salutation, "Farsaelt Nyar," meaning "Happy New Year," and described the "hot" item. The letter was signed by Sales Vice-President McIlhenny.

Another in the direct mail series is a self-sealing folder with edges that appear charred, and the phrase "TOO HOT (not) To Handle" on the cover. A section of a simulated newspaper is shown, with the headline, "Sets Blazing Sales Record at Navy Pier." Treatment on the inside is semieditorial, including a photograph of the Jet in use, and a spoofing caption saying that the hands shown are those of the Duchess of Kentmore, entertaining at her home at "Swivelsticks-on-the-Cubes," and explaining that she has given the servants the night off so that she can have fun using the Jet. There have been six in the series of mailings to date.

Advertising support of the campaign is appearing in *Esquire*, *Holiday*, *The New Yorker*, and *Sunset* magazines. These names suggest that the manufacturer anticipates good sales results from upper-income groups, and from men as well as women. This has been true of the Blendor. A nine-month survey, in which questions were attached to the guarantee request card which Blendor purchasers returned to Waring, indicated that 52% of the purchases were made by men. Approximately the same percentage were received as gifts.

First of the series of advertisements on the Ice Jet appeared in April. It was a full-page, black-and-white illustration with dialogue copy. Picture

showed the Ice Jet on the Waring Blendor base, with a man and woman in the background, and in the foreground several buffet items on a tray of crushed ice, and frosted beverages in glasses. The conversational copy included a comment by the "perfect hostess" on the Jet's high-speed capacity — four trays of cubes in 90 seconds — and its capacity to provide ice for "every occasion" — snowballs for the children, fruit and shrimp cocktails on ice, chilled salads and buffets. Anderson & Cairns, Inc., is the advertising agency.

Dealers are furnished a variety of Ice Jet selling aids. Among them is a three-dimensional silk-screen unit to which the product may be attached. Extended in front of the ejector section is a die-cut flap simulating a bowl of crushed ice, with sparkling tinsel giving realism to the "ice." Lettering and part of the background design are in Day-Glo; illustrations show uses for crushed ice in drinks, salads, and "Sno-Cones" for children.

Other sales aids are window streamers and advertising mats. There's an envelope stuffer illustrating the product and crushed ice uses. One sales tool is an illustrated, 16-page "Elegance in Ice" recipe booklet which shows an assortment of table settings and tasty dishes and beverages, such as Iced Vichyssoise, Mocha Smoothee, Lemon Ginger Flip, Shrimp Boat and Pink Mist. The company also makes available to dealers a "Pick-Ups—Cheer-Ups" booklet featuring alcoholic drinks in which or with which crushed ice is used.

Chalk up one more reason for staying home on dog days: jam-topped snow cones for the kids.

The End



FOR SALES MANAGERS

Did you lose sales last month because your product wasn't on the Consulting Engineer's Specifications?

Sell the man who Writes the Specifications!
CONSULTING ENGINEER
227 Wayne St., St. Joseph, Michigan

Moving? Call...

Your **ALLIED** agent



no.1 specialist in packing!



(moving and storage, too!)

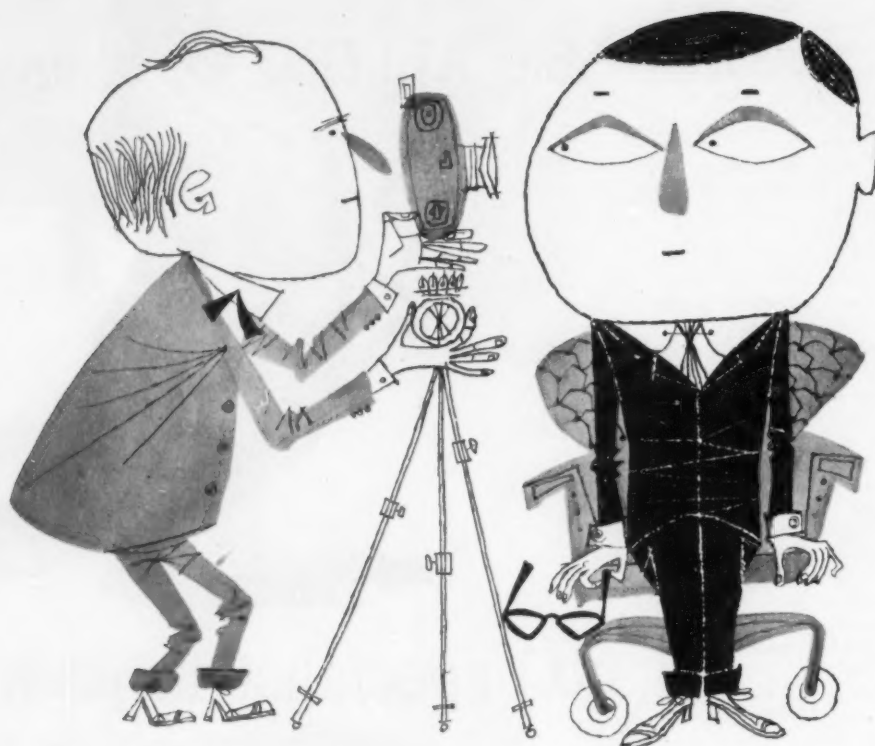


Packing is an art that your Allied Agent has developed through years of experience. He has specially designed containers and padding materials to assure the safest handling of all household goods.



FREE Booklet to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS



Having Your Picture Taken? Relax: With Some Pointers, It's Painless!

"Most men would rather be roped, tied and dragged naked down Fifth Avenue than have their pictures taken." The gentleman speaking: One of America's top portrait photographers, a man whose name is almost synonymous with executive photographs. "And," he added, "the more successful the man the harder he drags his feet about having his portrait made."

In our work we constantly have to do a sales job on executives whose pictures we must use in conjunction with their profiles or biographical sketches. The Manhattan foot dragging can often be heard on the far reaches of Long Island. Most executives are plain *scared* of the camera.

So we went up and talked with this famous photographer, who prefers to remain anonymous. We feel that if we can provide you with his wisdom, the hard-earned knowledge of Guy Gillette, who has done "candid" pictures of everyone from

Herbert Hoover, Jr., to Bea Lillie and our own experience, we may be able to allay some of your own fears where the camera is concerned.

Says our anonymous expert:

"Remember that the photographer is as anxious to do a good portrait of you as you are to have a good one made. His livelihood depends on your good will and the approval of your associates, family, friends and the general public which will see the results of your posing and his artistry."

And he has a few pointers which will smooth the way to a successful session. Always, he says, choose the best photographer available. No matter how much equipment he has, a photographer who isn't essentially an artist will not crown your willingness with success.

Have a new picture made at least every four years. Your old photograph wears out its welcome and you're not the boy you were four years ago.

Don't rush out and get your hair cut the day before you have a sitting. The new hair cut will look harsh in the photographs. Instead, have a session with a good barber four or five days before your appointment.

Don't wear a new suit to the sitting. You're not used to it, you're conscious of it and it shows where it hurts most—in the photograph.

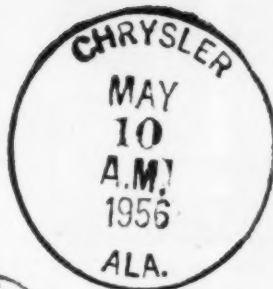
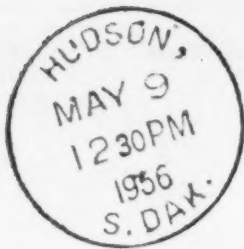
If you have a red face, wear a soft blue shirt. White will emphasize your too-high coloring.

Get a good night's rest before your appointment.

Remember that while the camera doesn't lie it can stretch the truth. If you are cursed with jowls and a couple of chins, a good photographer will probably "shoot" you three-quarter profile, balance things up with strategic lighting. If you're sensitive about your baldness, lighting will make you positively hirsute—or at the least, just "receding." In other words, the good photographer will capitalize on your best features, play down your poorer ones.

Don't hesitate to tell the photographer if you're nervous. (He'll know it and he'll compensate. But it relieves *you* to say so.)

All postmarks are actual reproductions. Post offices mentioned in the text really exist.



Grit families ride the streets of 16,000 true small towns

We commissioned a fellow named Dickey (N.Dak.) Tracy (Calif., Iowa, Ky., Minn., Mo.) to go sleuthing among our records.

"Gentlemen," said Mr. Tracy, "Grit is indeed a remarkable periodical. Of the better than 800,000 copies sold each week, exactly 58.56% find their way to families in towns of 2500 and less. Take my word, no other national publication comes even close to this concentration. What's more, Grit towns are *true* small towns. You can't detect metropolitan influences in them. They're far removed from any big cities.

"When you lump these 16,000 towns together, gentlemen, you have a remarkable sight. For here is a market larger than Cleveland, Washington, Pittsburgh, Rochester and Indianapolis combined.

And a market which Grit reaches best of all.

"Over 3¾ million people read Grit every week as faithfully as they go to church on Sundays. And, as a score of yearly surveys prove, these people have an unbreakable habit of buying the products they read about in Grit.

"Therefore, gentlemen, my deduction is that the strategy of every major advertiser should include a Grit campaign. Especially since a consistent big-space schedule can be had at a cost of *about \$1 per town per year.*"

Whereupon Mr. Tracy clapped on his hat and went off to visit Flattop (Ala.).

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco





MEN'S
STORES KNOW
HOW BEST TO
SELL BUFFALO'S
MEN!

WOMEN'S
STORES KNOW
HOW BEST TO
SELL BUFFALO'S
WOMEN!



BOTH PLACE THEIR GREATEST DAILY LINEAGE in the **COURIER-EXPRESS**

... and use additional space Sundays
swelling the lead still further

1955 COURIER-EXPRESS

WOMEN'S-WEAR STORES
Daily.....1,634,930 lines
Sunday.....636,661 lines

MEN'S-WEAR STORES
Daily.....878,222 lines
Sunday.....126,300 lines

**FOR
RESULTS
IN
BUFFALO**

Use the Morning Courier-Express to get more
advertising for your dollar concentrated on those
with more dollars to spend.

And the Sunday Courier-Express for maximum
coverage in Buffalo's rich 8-county market. It's the
state's largest newspaper outside of Manhattan.
ROP COLOR available daily and Sunday.

BUFFALO COURIER-EXPRESS

Representatives: Scularo, Meeker & Scott, Pacific Coast; Doyle & Hawley

REMEMBER...

Remarkable Rockford!

Rockford, Illinois is a market you would do well to remember. It is the center of a rich 13 county trading area... not only famous for agriculture but as the 2nd largest machine tool center in the world. It is 13th in the US in Postal Savings. Work is underway on two new multi-million dollar factory buildings, and several extensive new shopping areas. The Rockford Morning Star and Rockford Register-Republic give superior coverage in Rockford and surrounding area. Write for free Market Data book on Remarkable Rockford.



BEST TEST CITY IN THE MID-WEST

131,123 A.B.C. CITY ZONE
441,222 A.B.C. RETAIL TRADING ZONE

ROCKFORD MORNING STAR
Rockford Register-Republic

REPRESENTED NATIONALLY BY DURKE, KUIPERS & MAHONEY, INC.

And don't choose the final pictures yourself. You are probably the worst judge of what you look like and you will probably, if you insist on doing the job, select a picture which makes you look younger—when the best picture actually is one which shows your lines and your character. You didn't get where you are by being a pretty boy.

Let the photographer have a say in the final decision. Then ask the head of your public relations department, if you have one, to make a selection. Barring that, ask someone whose taste you respect. Your wife is a better judge of what you look like than you are!

And, finally, says this photographic artist, don't—whatever you do—insist that the photographer touch out all lines, moles, age lines or other character lines. They are what makes you you and interesting.

The trend today—and business magazines are following it—is toward the informal picture as against the head and shoulder shot which we editors call "moose heads." Almost all of the foregoing information applies to "candid" as well as formal portraits.

How to be Informal

But Guy Gillette has a few additional pointers.

He feels you should send out two photographs when you have gone to an important new job or jumped rank in your company. One should be the portrait-type photograph, the other an informal one which ties you in closely to your company, your company's product or products and to your specific job within the firm.

Before you sit for this informal shot, think about the setting. Is there an interesting map of your company operations which could be used as background? Does your office have an interesting view from a window? Is there a striking front entrance to your building, bearing the company name? All of these can help to make your informal photograph lively and pertinent.

If possible, stay away from your desk. Everyone, it seems to us at SALES MANAGEMENT, thinks a desk is all that is necessary for an informal shot. If necessary, sit on the edge of the desk, not behind it.

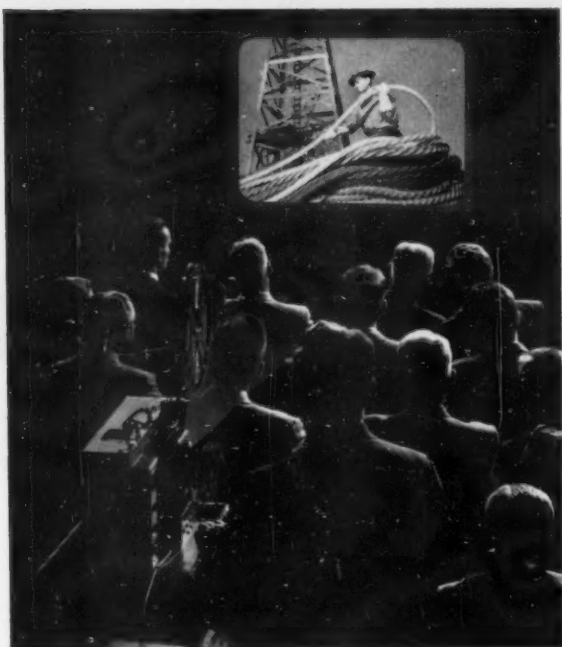
If you have an idea for a shot, don't hesitate to tell the photographer. But do not attempt to take the picture for him. Not even if your hobby is photography!

And relax: The thing really doesn't hurt, you know. And you may not have to submit again for another four years.

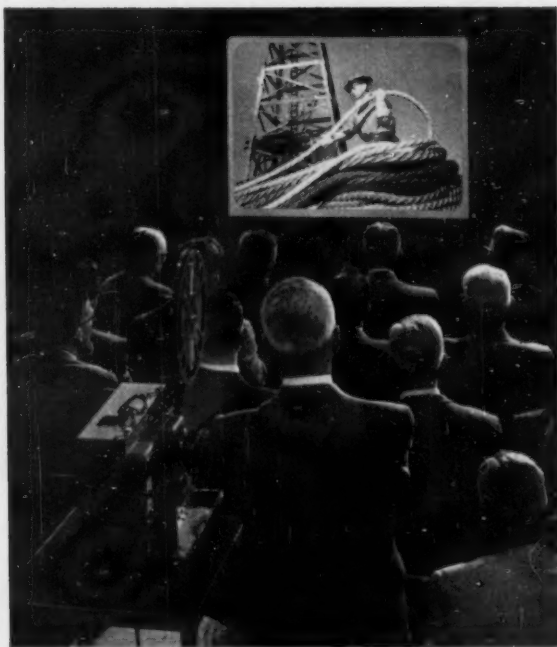
The End

SALES MANAGEMENT

Give yourself this "screen test"



☐ Check here



☐ Check here

Which of these movie showings commands more viewer attention, message retention?

Many training and sales promotional films command more attention . . . get their message across more effectively . . . when audiences do NOT have to sit and watch in total darkness.

Often it is far better when room illumination is controlled—kept at what psychologists call a "comfortable level for group discussion." This is approximately one foot-candle: about the minimum light necessary to read type the size of that in the preceding paragraph.

BUT, stepping up room light during film showings means you need a projector that throws maximum light on the screen to maintain contrast between the screen image and the surrounding area.

ONLY the Kodascope Pageant Projector has the unique

Super-40 Shutter that puts 40% more light on the screen than standard shutters at sound speed . . . and still enables you to use the same projector for both sound and silent movies.

And ONLY with a Pageant can you get all these:

1. **Easy setups**—Projection is easy, even for the inexperienced, with the Pageant's folding reel arms and simple, printed threading guide.
2. **Freedom from worry** over breakdown or maintenance. Pageant's *permanent* lubrication ends breakdowns due to improper oiling—most frequent cause of projector difficulties.
3. **Clear, comfortable, natural sound**—Baffled speakers plus tone and volume controls team for unusual sound fidelity.
4. **Choice of three models**, to provide the proper sound and projection characteristics for your movie needs.

Don't guess about 16mm movie projectors! This free booklet shows you how and why a portable Pageant helps you get the most from your sales and training movie presentations.



EASTMAN KODAK COMPANY Dept. 8-V Rochester 4, N. Y.

Please send me complete information on the new Kodascope PAGEANT 16mm Sound Projectors, and tell me who can give me a demonstration. I understand I am under no obligation.

NAME _____ TITLE _____

ORGANIZATION _____

STREET _____

CITY _____ STATE _____
(Zone)

Kodak
TRADE MARK

7-222



RADICALLY NEW DESIGNS brought an overhaul in selling methods. Here (left), for example, is a fixture that glides from hither to yon on a brass track, moves up and



down, and supplies three intensities of light. Right: "Starfire" fixtures by Lightolier installed in the new American Shakespeare Festival Theater, Stratford, Conn.

What's behind the Healthy Climb In Lightolier Sales Volume?

Answer: New products designed to meet today's trends in architecture and living patterns. A determination to shake distributors and dealers out of their chronic lethargy. Intensified sales coverage. More advertising and promotion.

Based on an interview with

MIKE LOEBELSON

**Vice-President in Charge of Sales & Advertising
Lightolier, Inc.**

New products and new sales approaches are paying off for Lightolier, Inc. Sales volume for 1955 had jumped 89% over 1952, the year in which the company began to make some substantial changes in sales and merchandising policies and in territory working methods.

High spots:

1. The company saw a huge new potential in the expansion of residential and commercial building, prepared an expansion program to take advantage of it.

2. This program embodied design of a wide range of new products expressive of an "end use" concept of lighting, and a new approach to the selling problem at the dealer level.

3. It called for more intensive territory coverage, more time with prospects and customers, more merchandising assistance to improve performance at the retail level. The sales force was more than doubled.

4. Advertising investment was increased to take in new magazine media and a wider variety of sales promotional aids.

5. Because Lightolier's architectural lighting business was growing so rapidly, the salesman's load was shifted to allot more time for reaching architects, builders and engineers and thus to take full advantage of the latent demand in the commercial market.

Looking back at the market situation as it existed at the time the com-

pany initiated its expansion program, Mike Loebelson, vice-president in charge of sales and advertising, observes that "nothing much had happened to lamps since the 17th century . . . electricity had been added, but a lamp was a lamp!"

The industry had been backward in merchandising. It was full of small firms selling locally or regionally. Anyone with a few hundred dollars could go into the business of assembling lamps for sale to stores, gift shops and decorators.

The situation at the retail level was discouraging. Dealers parked their wares in a lamp department, left it up to the consumer to decide which lamp was the "prettiest for the price." Eighty percent to 90% of the retailers' lamp advertising money was spent on promotion of closeouts or special purchases. The sales volume and margin of profit in many lamp departments were far too low to justify the space the department required.

Lightolier, operating since 1904 as a primary manufacturer of lighting equipment engineered and designed to be not only decorative but to answer specific functional needs, had built up substantial brand identity, but dealers were not capitalizing on it.

The company was convinced that



TODAY'S MODERN ARCHITECTURE calls for new standards, new approaches, in industrial lighting. Here are Lightolier's "Louvron" fixtures in the new West Side Air Terminal, New York.



BETTER DISPLAY, both at the distributor and dealer level, is required for the successful merchandising of products so different from traditional fixtures. Here's a topnotch display setup at Fluorescent Supply Co., Harrisburg, Pa.

the complexion of the entire industry could be changed if the right products were sold in the right way—if an entirely new concept of lighting merchandising could be built up at the dealer level. It felt that the average lamp department's sales volume of 34 cents per square foot per day could be raised to a minimum of \$1.

An array of new products designed to fit into today's trends in architecture and home life patterns provided excellent opportunities for the company to talk with dealers about the urgency for modernization of lamp merchandising methods.

Lightolier's own designers, in association with consulting designers at home and abroad, had come up with an entire line of potential "best sellers"—products which answered such basic lighting and decorating needs that they would not fall prey to the rapid style obsolescence which had been troubling the industry. New Lightolier lamps, such as the now standard tree lamp, wall lamp, and Man's Reading Lamp, turned, swiveled, pulled up and down, traveled to and from the wall to put glare-free light when and where it was needed. The light-scaled, flexible

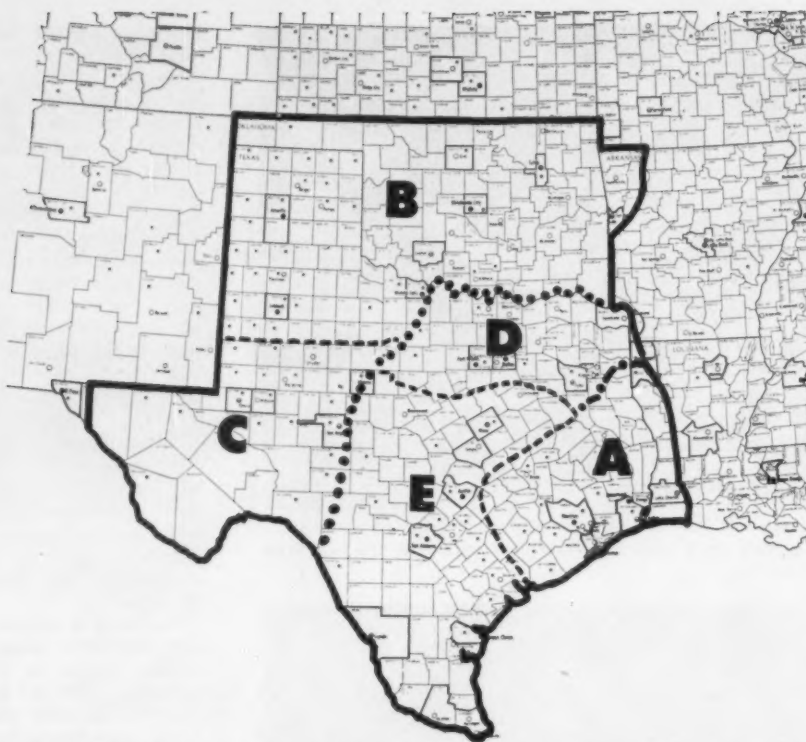
lamps introduced by the company were designed to fit into any contemporary setting, and to provide multipurpose lighting and create an illusion of spaciousness in today's smaller homes and apartments where almost every room and piece of furniture has to serve "double duty." Lightolier was prepared to go all the way in helping retailers sell the products—with national advertising, display suggestions, merchandising campaigns. But retailers had to be made to realize that a revolution had taken place in the industry, that here were products they would have to stock in depth, display prominently, demonstrate and, if possible, advertise.

The company faced an exactly parallel problem with distributors, who sell lighting fixtures. Design progress in the fixture field had kept pace with the development of lamps, but distributors were no closer to taking advantage of the new products than lamp retailers.

To reorient and reeducate dealers and distributors along these lines of thinking called for revising the job duties of Lightolier salesmen. These men were to serve more as merchandising consultants than salesmen in the usual sense, hence the number of accounts per man had to be reduced. In a complete territorial reorganization, the field force in five years was increased from 21 to 47 men.

Aside from the needed work with retailers, there was a second reason for expansion of sales manpower: volume in Lightolier's architectural lighting division had increased to the point where it almost equalled residential sales. Each field man represents all five Lightolier divisions: lamps sold through department, furniture and specialty stores; "Portfolio" lamps, a line of higher-price lamps sold through selected retail outlets; residential lighting fixtures and architectural lighting fixtures—both sold through distributors; "Portfolio", or luxury lighting, sold through selected distributors. The growing potential in the architectural division required that some more reasonable portion of the salesman's time be allotted to architects, builders and electrical contractors.

Lightolier moved slowly in cutting down the sales territories to avoid the danger of simultaneously cutting the salesman's income. (All men work on straight commission with varying rates of compensation on the various classes of products.) The company studied each territory, carefully estimated the rise in volume that might be achieved by more concentrated coverage.



TO ACHIEVE BETTER COVERAGE, Lightolier cut territories, increased number of salesmen from 21 to 47. Texas, Oklahoma, and the northwest portion of Arkansas were originally covered by one salesman. In October, 1952, a new territory was created out of segments B and C; territory comprised of A, D, and E remained with original Oklahoma-Texas salesman. In July, 1955 segment A was

given to a new man, and only segments D and E remained with the original salesman. Recently segment C was taken from the man covering B and C, and segment E was taken from the salesman covering D and E to make a new territory. There are now, therefore, three salesmen and a supervising salesman covering this area. The original man (now the supervisor) covers only segment D.

The salesman's route was pre-planned to minimize traveling time, eliminate back-tracking, coordinate the frequency of a salesman's visit to each locality with the importance of the accounts in the community. Only when the company was convinced that a salesman could actually profit by having his territory cut did it proceed to add a new man.

Since Lightolier was active in every phase of the lighting market—from bedside lamps, to large, decorative fixtures for commercial buildings—it could not use any available statistics as an accurate measure of potential sales in a given territory. The company had some engineering surveys made in the territories, but the bulk of the information came from Lightolier's own seasoned salesmen who have an intimate knowledge of the field. In some cases, the initiative for dividing a territory came from the salesmen themselves.

In recruiting new salesmen, the company is highly selective. Once it has found the man who can assume the complex responsibilities that will fall on him, he is put through a three-

to-five week intensive training course. Then the trainee is sent into the field with experienced salesmen until he is judged ready to go it alone. At this point, the new man makes a few test calls, and reviews his performance with the older salesmen.

After a new salesmen takes over a territory, he is still given guidance and assistance when necessary. Lightolier places great importance on its field salesmen's earnings, and only hires men who expect to—and have the capacity to—increase their incomes from year to year. In the less developed territories, the new salesman is subsidized and given executive assistance in the field until he is able to realize enough of the area's potential to bring his income to a level satisfactory to him and to the company.

Supervising the field force at Lightolier are five market managers, one for each of the company's lines. These men travel extensively, work with salesmen on any and all merchandising problems. In addition, the company recently instituted a system of "Regional Field Supervisors." Under

this system, some of the company's best senior salesmen are given supervision over one or two new territories adjoining their own. Seminars for the regional supervisors are held regularly at the company's main office and a special manual for their use has just been completed. The program is aimed toward the eventual decentralization of some of sales management's functions through a complete network of field supervisors.

In his new role, the Lightolier salesman is responsible for helping customers sell all sources of the lighting business: architects, builders, electrical contractors, electrical engineers, decorators, dealers and consumers. The service approach—"selling through rather than to" the customer—requires that the salesmen be thoroughly familiar with merchandising, display, advertising and promotional techniques. For the job the company arms its men with an unusually wide range of sales aids. Reprints of the company's national ads, and publicity, catalogs, envelope enclosures, floor displays, sales training literature and records, and a complete copy, mat and



DON'T SHOUT...

a prospect is trying to hear what you say

You OK an advertisement. It runs in the publications your prospects read. It shouts loud and well to attract their attention. Nobody responds.

What went wrong?

Maybe the ad shouted so loud prospects couldn't hear what it said. Like an announcer over the public address system at a carnival. The plain fact is that *business* advertising doesn't have to shout, shouldn't shout, and invariably does better when it talks quietly and sincerely to a prospect—man to man.

There's a reason for this. You may have 1500 prospects, or 15,000, but the only ones who will read your ad half as carefully as you do are the handful of prospects actively interested in your kind of product *today*—now—at the very time they run across your message.

Every farmer needs a tractor, and knows he'll have to buy another some day. But the farmer with money in the bank and a broken-down tractor in the middle of a ripe wheat field—he's the one who's going to study all the tractor ads that night, and react... and act!

It's essentially the same with *your* prospects, no matter what you sell. Talk to the men who need your product *now*, and tell them all they need to know about it. Not as many people will hear the noise, but those in the mood to listen will find your message and if your product sounds good, you'll hear from *them*.

THE SCHUYLER HOPPER COMPANY
12 East 41st Street, New York 17, N. Y.

Number 3 of a series we think needs to be written, even if we have to do it ourselves. Our business is to create advertisements, sales aids, handbooks and manuals that help our clients sell by helping *their* prospects buy.



**You Reach the Home-Folks
When You Ride the "Locals"**

It had an 18.2 rating in February 1956 Telepulse.

It is available for Class "C" Participations Monday, Tuesday, Wednesday and Friday, 4:30-5:00 P.M. (Sorry, Thursday is sold.)

It is VARIETY SHOW . . . WTAR-TV's own low-cost, spritely half-hour that's doing such "nip-ups" for Advertisers that it takes two people to sort the fan mail!

TALENT . . . Em-Ceed by *Jeff Dane*, singing personality who's been on "The Steve Allen Show", "Toast of the Town", "All Star Review." He's abetted by lovely *Ruth Raye*, the combo and a host of local talent.

To get the full story of VARIETY SHOW that sells WTAR-TV's five city* market . . . write or call your Petry man or WTAR-TV, Norfolk, Va.

WTAR-TV CHANNEL 3 NORFOLK, VA.

Represented by Edward Petry & Co., Inc.

NEW ORLEANS Year after year first in Southeast

Metropolitan Population

1. NEW ORLEANS 797,100
2. Atlanta 778,900
3. Miami 743,700
4. Louisville 675,500

Corporate City Population

1. NEW ORLEANS 630,200
2. Atlanta 490,000
3. Memphis 453,300
4. Louisville 412,400

Copyright Sales Management 1956

The Times-Picayune NEW ORLEANS STATES

REPRESENTED BY JANN & KELLEY, INC.

layout service for local advertising are made available.

Special promotions built around a new product or a special event are often conducted by the company. Last Christmas the company launched the first holiday gift promotion organized by a lamp manufacturer. Based on the theme "Give the Gift of Light," the campaign stressed the suitability of lamps as gifts that are practical, "different," will be used every day, and look far more expensive than they really are. Starting with large-space advertisements in leading consumer magazines, the company carried its theme right on to the retail floors with streamers, special displays, counter-cards and banners. Stores were shown how to get local publicity for the campaign and floor salesmen were instructed on how to sell a lamp as a gift. Result: Sales of styles featured in the promotion jumped almost 40% over the previous period, far above the normal seasonal sales increase.

Five House Publications

This type of vigorous merchandising has been carried to the point where, as Loebelson says, "the Lightolier salesman is almost a partner to his customer." Five house publications are put out regularly by the company to keep field salesmen and customers abreast of latest developments. One, the *Home Office News*, prepared by the company's sales department, goes out weekly from Jersey City to the sales force. Three others, covering the three lighting fixture divisions, are mailed on a monthly basis to distributors and their salespeople. The fifth, *Lamp Trends*, is a bimonthly written by Martin Schrader, vice-president of Alfred Auerbach Associates, the agency specializing in home furnishings campaigns which handles Lightolier's advertising and publicity. Under the legend "Published by Lightolier in the Interest of Better Merchandising," the publication goes to 4,000 retail executives. By pointing out prevalent weaknesses in the industry and presenting specific solutions, the publication aims at fostering retailers' confidence in the company and its program. It has been so successful in accomplishing this end that Lightolier is planning to launch a similar publication for the lighting fixture field.

Lightolier's advertising, which several years ago broke all records for the industry, is still growing. The program just announced for the second half of '56 is 17% larger than

SALES MANAGEMENT

any previous schedule. Further sales force expansion is being planned. Already the work load in certain areas has become overly heavy.

Lightolier's "program approach" is working.

A typical case: A distributor in the Midwest used to give Lightolier a very modest amount of business a year. He was approached by the company's salesmen with the idea of launching an aggressive merchandising program that would match the manufacturer's efforts. Basically the company offered the distributor five things:

1. **Presold customers**, regularly exposed to the company's advertising, publicity, monthly mailings.

2. **Tested merchandising ideas**, including display units, showroom planning ideas, sales training literature and films, mailers, films for contractor and builder meetings, selling letters, a complete local ad service.

3. **Style leadership**, based on the most extensive design and research program in the industry.

4. **Quality leadership**, backed by reputation.

5. **Selective distribution**. The salesmen worked with the distributor on a plan that would enable him to take full advantage of these assets, and apply them to his particular problems. As finally formulated, the plan included remodeling of the distributor's showroom, sales training for his staff, and a direct mail and newspaper advertising campaign. The distributor also gave a series of parties for architects, electrical contractors, dealers and other sources of business in the area where he presented his plan and showed his customers how they could increase profits by matching his efforts. The Lightolier salesmen and the distributor salesmen made continuous calls on the distributor's sources of business to help them in their merchandising programs. Within a year, the company's sales to this one distributor jumped more than tenfold.

While not all of Lightolier's work with distributors has produced such spectacular results, every man on the company's field force has had at least one similar experience. The sales of all five Lightolier divisions have been climbing at an ever increasing rate since the adoption of the new sales and merchandising approach. Perhaps the most important aspect of the program is that it is making America more lighting-conscious, so that while Lightolier is breaking sales records, it is simultaneously building up its market for the future. **The End**

Facts...

1956 FIRST 4 MONTHS REPORT

NOT FABLES!

CHRONICLE

1,637,921

LINES

GAINED

POST

744,352

LINES

GAINED

The Chronicle Gained

120%

More Lines of Advertising Than the Second Paper

PRESS

Even though 1955 was The Houston Chronicle's biggest year in history... having published 42,679,219 lines of advertising, and ranking 8th in the nation, The Chronicle has made a terrific gain for the first four months of this year. Here are the figures: Chronicle 1,637,921 lines gained. Post 744,352 lines gained. Press 152,113 lines lost.

SOURCE:
MEDIA RECORDS

AND THE
3rd PAPER
ACTUALLY LOST
152,113
LINES

1955 YEAR REPORT

TOTAL ADVERTISING LINEAGE

CHRONICLE 42,679,219 LINES

35%

MORE THAN
THE POST

POST 31,538,022

274%

MORE THAN
THE PRESS

PRESS 11,406,221

43 CONSECUTIVE
YEARS OF
LEADERSHIP IN
ADVERTISING AND
CIRCULATION!

THE REASON....

Results!

THE HOUSTON CHRONICLE

JOHN T. JONES, JR., President

E. W. McCARTHY, Advertising Director M. J. GIBBONS, General Advertising Mgr.

THE BRANHAM COMPANY — National Representatives

★ ★ ★ ★ ★

DARTNELL PRESENTS

"The Bettger Story"

a 16mm. sound motion picture you can use at your next sales meeting

Here's a dramatic presentation of Frank Bettger's spectacular rise from failure to success in selling—the difficulties he overcame—the sales formula he developed to turn the trick. Any salesman who sees it will be a better salesman. **THE BETTGER STORY** is available for purchase or rental. For details write to—

DARTNELL HEADQUARTERS FOR SALES TRAINING FILMS

4680 Ravenswood • Chicago 40, Ill.

CLIP THE CLIPPER

Like many other BIG NAME firms, you, too, can clip monthly Clipper art for striking, original layouts that can be produced in a jiffy. Free sample. Yours to use. Address...

MULTI-AD SERVICES, INC.

Box 806-S Peoria, Illinois

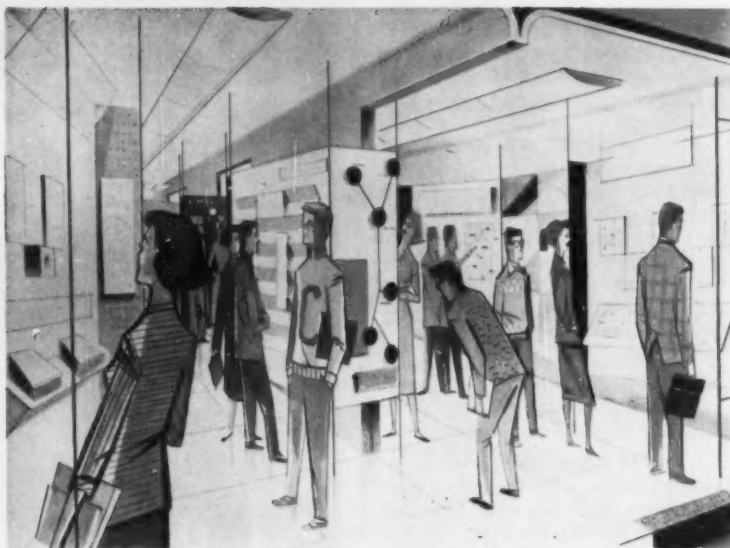


FOR SALES MANAGERS

How many sales last month were made because your product was on the Consulting Engineer's Specifications?

Sell the man who Writes the Specifications!

CONSULTING ENGINEER
227 Wayne St., St. Joseph, Michigan



The Campus Caravan Rolls And American Business Watches

What do you do when you need 1,000,000 students? You go where they are, of course. And that's just what Campus Merchandising Bureau, Inc., will do this fall in behalf of American Business. It is sending on the campus road its "Campus Caravan," an "American business show for young people." Another case of the mountain going to Mohammed.

This caravan, composed of 35-foot trailers, will tour the country as far west as Colorado, stopping in college towns for periods running from two days to five. If it is a big college, the caravan will drop anchor until every student who wants a look can have one.

What is this American-business-show-for-young-people? It's a chance for American businesses, interested in recruiting college seniors as employees, to get over their messages. For the caravan is an exhibit in three sections:

The first takes care of the recruitment angle—by giving exhibitors a chance to sell themselves and the opportunities they offer, employment-wise, to students.

The second section features companies with an institutional or general public relations message to deliver. These exhibits provide students with useful information about company backgrounds and stature, manufacturing processes, investing, banking, transportation, topics of the day, foreign countries, trade associations.

It's a tailor-made opportunity for catching America's future leaders and communicating with them at a time when they're most impressionable.

Companies with an immediate interest in college students as a market for their products and services take over section three of the caravan. They'll capitalize on the immediate purchasing power of college students—and it's considerable—for things like food, clothes, drugs, cosmetics, appliances. By providing product or service facts they have a perfect opportunity to make their sales to the college market.

Actually there will be two of these big trailers. One will cover the northern section of the country and the other will take the southern section. Both will start from Washington, D. C., and end at New York City. And between the two they'll cover 150 college towns.

Not only have placement directors jumped on the trailer-wagon, educators like it, too. Says Lester B. Chandler, Economics Department, Princeton University: "A well-designed exhibition of this type can give students useful information about American business in an interesting form. Anything that accomplishes this and retains objectivity is welcomed by educators as a valuable adjunct to the curriculum and in my opinion will be well received at colleges and universities throughout the country."

The End

NOW!

AVAILABLE TO MEN WHO MAKE DECISIONS

IN

**SALES - ADVERTISING - MEDIA
MANUFACTURING - RETAILING
MARKET ANALYSIS - DISTRIBUTION**

NEW 1956 MARKET BROCHURE FOR THE NATIONS 260 METROPOLITAN MARKETS

FREE!

Write on Your
Company Letterhead
for Your Copy

Based On The Most Authentic Copyrighted
Information From Sales Managements'
Survey Of Buying Power
And U. S. Bureau Of Census.



This brochure ranks the 260 Metropolitan Market Areas by dollar volume in descending order for 10 retail classifications, plus complete Metropolitan Market data from Sales Management Survey of Buying Power, May 10, 1956.

This information, plus the 100 Top Metropolitan Markets, plus the Gains or Loss listings plus the Top 20 Markets in the South provides you with an accurate, authentic yardstick for a comparison of your company's actual sales in each of the 260 markets; helps you plan your advertising and promotional efforts in specific markets based on 1955 sales estimates. Write today for your FREE copy.

For Your Free Copy of This Brochure Write on Your Letterhead to:

Advertising Research Department

*Greensboro
News and Record*

Greensboro, North Carolina

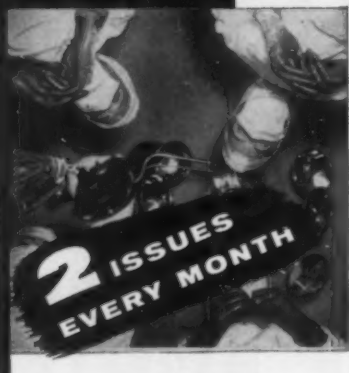
JANN & KELLEY, Inc.

Newspaper representatives

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360 N. Michigan Ave.
Phone: Central 6-3589
Atlanta
Palmer Building
Phone: Walnut 2717
New York
366 Madison Avenue
Phone: Murray Hill 7-1450

San Francisco
111 Sutter St.
Phone: Douglas 2-3304
Detroit
926 Buhl Building
Phone: Woodward 2-1308
Los Angeles
West 7th Street
Phone: Dunkirk 2-2266

HOSPITALS
JOURNAL OF THE
AMERICAN
HOSPITAL
ASSOCIATION



**2 ISSUES
EVERY MONTH**

1st in the field by 15% . . .

16,276*

Average Total Paid Circulation

*ABC Publisher's Statement
December 31, 1955


HOSPITALS
Journal of the American Hospital Association
18 East Division Street, Chicago 10, Illinois



**Case Histories
on products in use**
Photographic and reporting
assignments covered throughout
North and South America
for advertising, editorial or
research purposes

phone
MARKET 2-3966
or write

SICKLES Photo-Reporting SERVICE
38 PARK PLACE • NEWARK 2, NEW JERSEY



FOR SALES MANAGERS
Do you know what percentage of last
month's sales resulted from your
product's making the Consulting Engi-
neer's Specifications?

Sell the man who Writes the Specifications!
CONSULTING ENGINEER
227 Wayne St., St. Joseph, Michigan

How to Get Third-Party Endorsements by Mail

Westinghouse Electric bought more neon signs after supplier questionnaired dealer-users, got top testimonials.

When Sam Kamin sold a trial order of illuminated dealer signs to the Westinghouse Electric Appliance Division, Mansfield, O., he knew Westinghouse executives would welcome proof that the product lived up to his claims. Kamin is president of Neon Products, Inc., a sign company at Lima, O.

Paul W. Endriss, assistant advertising manager of the Westinghouse Appliance Division, told Kamin that more signs would be ordered if they proved to be sales builders.

Kamin conferred with his associates at the plant. They decided to get "proof positive" by going direct to Westinghouse dealers.

Two months after the signs were shipped, Neon sent a letter to 100 Westinghouse dealers: "We'd like to walk into your store and ask what you and your customers think of your new Westinghouse sign . . . this being impossible, we hope you'll take a minute to give us the facts on the enclosed questionnaire." A stamped reply envelope was included.

Quick Response

Within a week more than half the questionnaires were back. Answers revealed when the sign was received, how easily it was put up, how it brightened store fronts, how more people came in to talk about Westinghouse products, and how the sign helped to increase sales directly and indirectly.

The combined answers were photostated, bound in sets, and delivered to Westinghouse. Endriss welcomed this ammunition because it told—in the dealers' own words—how the signs were doing their job.

This job, as Endriss sees it, is "to tie the local store to a well-known, well-advertised brand name . . . to get additional traffic, which the dealer translates into sales."

Westinghouse management found the survey candid and factual. It placed a much larger sign order with Neon Products. Additional surveys proved the point again. More West-

inghouse sign orders followed.

"Everyone brags about his product," Kamin says. "Few take the time to prove beyond doubt that the product works. What *we* say about our signs is far less important than what *they* say. We simply let Westinghouse sell itself."

Neon Products were quick to realize it had a strong new sales tool. This process, the supplier realized, could be repeated many places.

Neon has completed more than 60 surveys, covering most of its major national accounts. Everyone involved is enthusiastic about results.

Live Reactions

Top managements can follow the dollars they spend on signs right down to the dealer-public level. Sales, advertising, and sales promotion managers can get live reactions from all places where their products are sold. Neon Products' 40 national salesmen, who merchandise each survey, find their services and products much more in demand. These salesmen are becoming known as "Signvertising Engineers" instead of sign peddlers.

Some firms, including Westinghouse, have made surveys of their own. "The original evidence was so favorable we could hardly believe it," Endriss says. "When we tested the line and got the same results, all questions were resolved."

Keeping present customers "sold" is only half the battle, as every sales executive knows. Choice new accounts must be added if a company wants to grow.

Neon Products has doubled its business since the survey began, due in part to increased orders from existing accounts. And the surveys have helped to add new clients. Tabulated results (with dealers and products omitted) are shown to blue-chip prospects.

"Here's how your competitor's dealers like their signs," the company says.

After prospects have studied the facts, it's hard for them to resist.

The End

Showcase Specials by Gair



OLD BOURBON-NEW LOOK. Gair-Reynolds Foilene, gravure printed by Gair, adds a new luster to this gift carton for Old Grand-Dad bourbon whiskey. The carton, by the way, won a First Prize in this year's Folding Paper Box Association of America Competition.

The distinguished graphic design was created by Gair for National Distillers Products Corp. It's printed in five colors on silver Foilene. The carton's easy tuck top and sturdy Quickset bottom construction makes for quick, safe handling.

Maybe you've got a product that needs something special in the way of a carton. Costs nothing to talk to the man from Gair about it.



A STICKY BUSINESS NO LONGER. Curtiss' chocolate covered jelly strings get special treatment in their new Gair carton.

Inside story here is Gair's chocolate glassine board. The glassine is laminated to a white Gaircote news back board that brightens the eye appeal of Curtiss Candy Company's graphic design. Carton is reverse tuck style with acetate window.

If yours is a hard-to-handle product, why not find out what Gair cartons made from our special boxboard can do. No obligation, of course.



GILDING THE LILY. Mary King line of cosmetics, produced by the J. R. Watkins Co., is a big seller to discriminating women throughout the country—due to its excellent quality and attractive packaging. The use of foil enhances the package design, makes customers conscious of the quality product within the carton. And, along with the luxurious look of foil-laminated board, J. R. Watkins gets the economies of folding carton construction. For a carton that fits your product, your market and your pocketbook, get in touch with a man from Gair.

Gair Package Analysis is a service designed to blueprint a package that will fit your product, your packing and shipping methods and your market. Write us at 155 East 44th St., N. Y. 17, N. Y.



GAIR creative engineering in packaging

FOLDING CARTONS • SHIPPING CONTAINERS • PAPERBOARD • KRAFT BAGS AND WRAPPINGS
Robert Gair Company, Inc. • New York • Chicago • Los Angeles



**NOBODY'S
LISTENING
BUT PEOPLE**

**-4,115,000
EVERY
MINUTE!**

Five days a week, 12:00 noon to 2:45 pm, CNYT an average of 4,115,000 people a minute listen attentively to CBS Radio.

Mostly, they're homemakers, too busy for other advertising media. They're listening to the 11 dramatic serials that are the strongest lineup in all daytime radio.

In the course of one week, these programs reach one out of every four households in the U.S.



From left to right:



12:00 N. **WENDY WARREN & THE NEWS**
 12:15 PM **BACKSTAGE WIFE**
 12:30 PM **ROMANCE OF HELEN TRENT**
 12:45 PM **OUR GAL SUNDAY**
 1:00 PM **ROAD OF LIFE**
 1:15 PM **AUNT JENNY**
 1:30 PM **YOUNG DR. MALONE**
 1:45 PM **GUIDING LIGHT**
 2:05 PM **RIGHT TO HAPPINESS**
 2:15 PM **SECOND MRS. BURTON**
 2:30 PM **THIS IS NORA DRAKE**

this is the right time to buy...

THE CBS RADIO NETWORK



This is a backbone.

You can't run a good advertising agency without it.

It often makes you say an honest "no" to a client instead of an easy "yes."

It means giving service instead of servility.

Very often, the result is outstanding advertising.

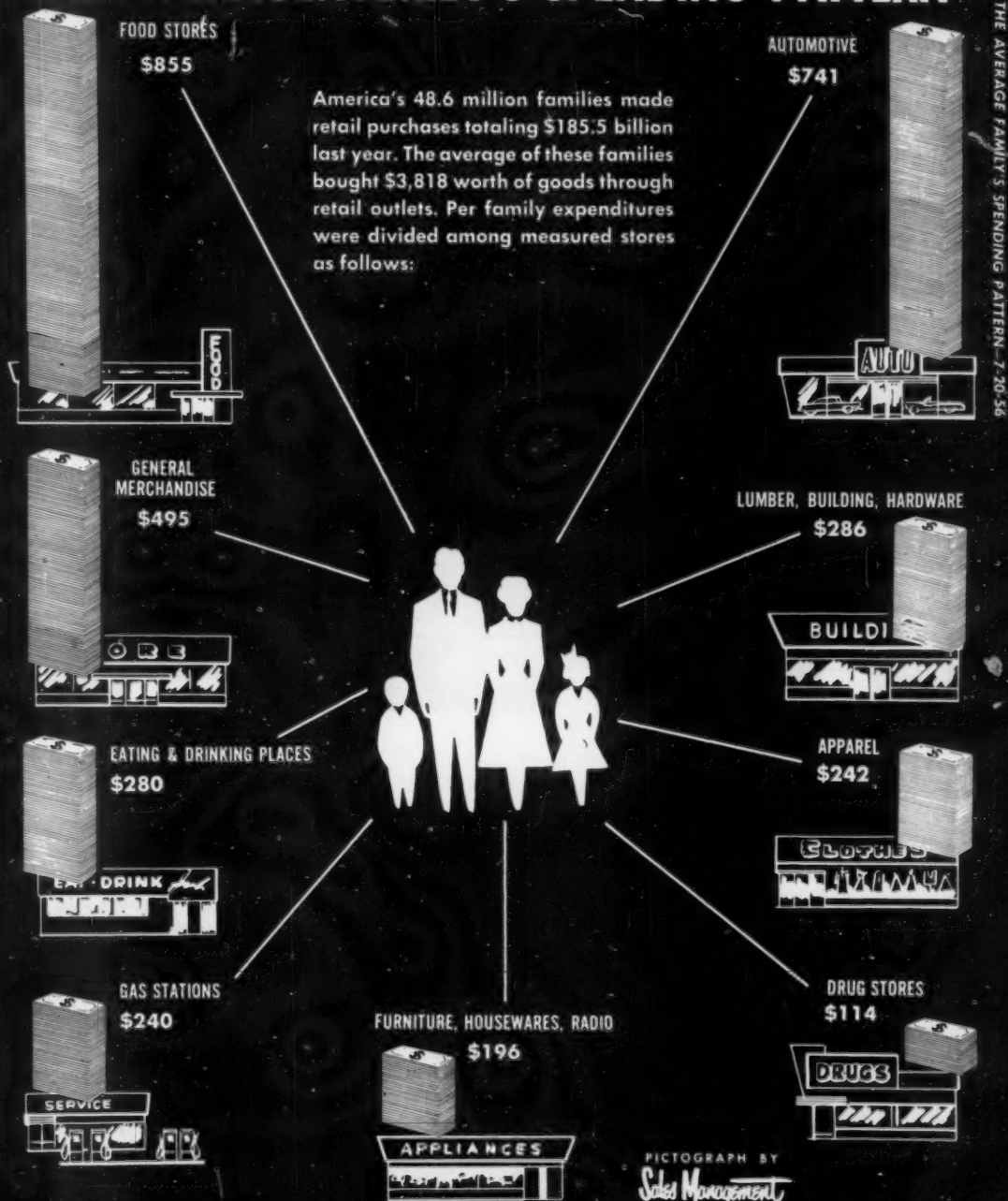
YOUNG & RUBICAM, INC.
ADVERTISING

New York Chicago Detroit San Francisco Los Angeles Hollywood Montreal Toronto Mexico City London

Marketing Pictographs

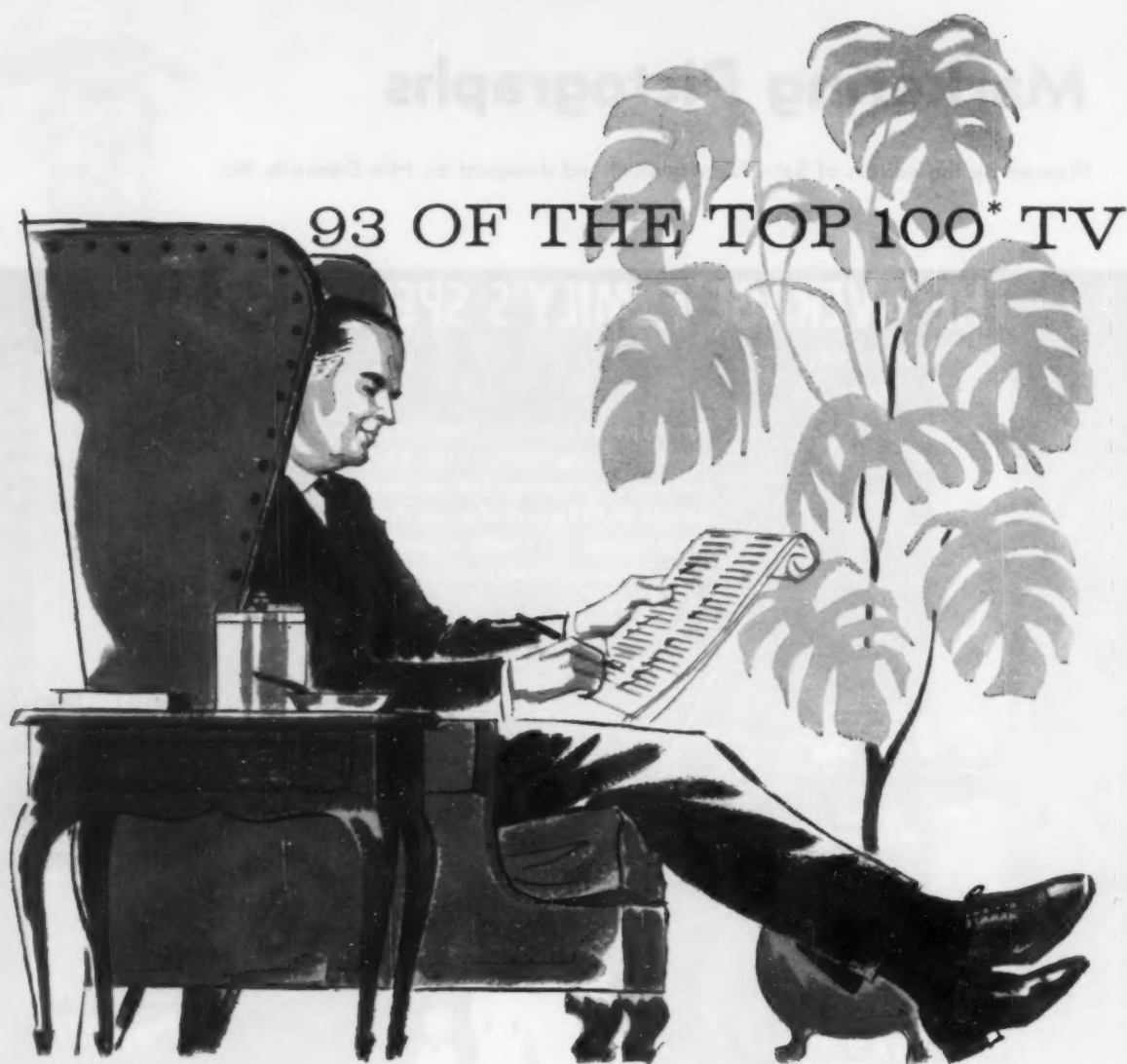
Planned by the editors of Sales Management and designed by Hile-Damroth, Inc.

THE AVERAGE FAMILY'S SPENDING PATTERN



Source: Sales Management's 1956 Survey of Buying Power

PICTOGRAPH BY
Sales Management
Designed by HILE-DAMROTH, INC.



93 OF THE TOP 100* TV

*TvB First Quarter Report, '56: ✓ Procter & Gamble ✓ Brown & Williamson ✓ Sterling Drug ✓ General Foods
 ✓ Kellogg ✓ Miles Labs ✓ Colgate-Palmolive ✓ Philip Morris ✓ National Biscuit ✓ General Motors ✓ Bulova Watch ✓ Anahist ✓ American
 Tel. & Tel. ✓ Liggett & Myers ✓ Carter Products ✓ Ford Motor ✓ Robert Hall Clothes ✓ Charles Antell ✓ Minute Maid ✓ Continental Baking
 ✓ Block Drug ✓ Warner-Lambert Phar. ✓ Helaine Seager ✓ Peter Paul ✓ Fla. Citrus Comm. ✓ Grove Labs ✓ Coca-Cola ✓ Harold F. Ritchie
 ✓ Borden ✓ Nestle ✓ Esso Standard Oil — J. A. Folger ✓ Toni ✓ Campbell Soup ✓ R. J. Reynolds ✓ Chrysler ✓ Chesebrough-Ponds ✓ Lever
 Brothers ✓ Northern Paper Mills ✓ B. T. Babbitt ✓ P. Ballantine & Sons ✓ Corn Products Refining ✓ Benrus Watch ✓ Tea Council of U.S.A.
 ✓ Hills Bros. Coffee ✓ Thomas Leeming ✓ Vick Chemical — Piels Bros. — Better Living Enterpr. ✓ Stokely-Van Camp ✓ E. & J. Gallo Winery
 ✓ Bristol-Myers ✓ Reader's Digest Assoc. — Falstaff Brewing ✓ Pepsi-Cola ✓ Sales Builders ✓ Seven-Up ✓ Wildroot ✓ Salada Tea ✓ Tofon
 Dist. ✓ Best Foods ✓ Wesson Oil & Snow Drift ✓ RCA ✓ Armour ✓ H. J. Heinz ✓ Anheuser-Busch ✓ Shell Oil ✓ American Home Foods

No selling campaign is complete without the WBC stations

Support the Ad Council Campaigns

SALES MANAGEMENT

SPOT ADVERTISERS USE WBC



In fact, 94 of the 100 leading advertisers in *all* media are on WBC. From tools to tea, from cars to capsules—you name 'em, we've got 'em. And why not . . . WBC stations dominate the markets where 1/6 of America does its shopping.

But, it's not only the *big* fellows . . . nearly 400 *local* advertisers, whose ads must pay off day-by-day, are on WBC, too. Let us prove to you why no selling campaign is complete without the WBC stations. Call A. W. "Bink" Dannenbaum, WBC General Sales Manager, at MUrray Hill 7-0808, N.Y.

WESTINGHOUSE BROADCASTING COMPANY, INC.

RADIO

BOSTON—WBZ+WBZA
PITTSBURGH—KDKA
CLEVELAND—KYW
FORT WAYNE—WOWO
PORTLAND—KEX

TELEVISION

BOSTON—WBZ-TV
PITTSBURGH—KDKA-TV
CLEVELAND—KYW-TV
SAN FRANCISCO—KPIX

KPIX REPRESENTED BY THE KATZ AGENCY, INC.

ALL OTHER WBC STATIONS REPRESENTED BY PETERS, GRIFFIN, WOODWARD, INC.

—Pabst Brewing ✓ Plough Inc. ✓ U.S. Tobacco ✓ Ludens ✓ Great A. & P. Tea ✓ Hawley & Hoops ✓ Standard Brands ✓ Smith Brothers ✓ Mennen ✓ Brown Shoe ✓ Seeck & Kade ✓ Lee Ltd. ✓ Pharmaceuticals Inc. ✓ Glamorene ✓ Beechnut Packing ✓ Carling Brewing—Theo. Hamm Brewing ✓ Carnation ✓ General Baking ✓ Standard Oil (Ind.) ✓ P. Lorillard ✓ Simoniz ✓ Socony-Mobil Oil ✓ American Chicle ✓ Cream of Wheat ✓ Sealy Mattress —Eastern Guild ✓ General Mills ✓ Morton Frozen Foods ✓ Pacific Coast Borax ✓ F. & M. Schaefer Brew. ✓ Thomas J. Lipton








SPENDING HABITS OF



Do expenditures for such staples as food increase relative to family income? The answer: a resounding "yes." A family earning \$7,500 to \$9,999 a year spends better than twice as much on food as a family with \$3,000 to \$3,999 annual income. However, both spend a little less than one third of their income in this category. Here's how expenditures break down percentage-wise by income groups:

FOOD, CLOTHING, SHELTER




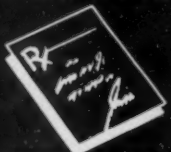


INCOME AFTER TAXES →		\$0-\$999	\$1,000-\$1,999	\$2,000-\$2,999	\$3,000-\$3,999	\$4,000-\$4,999	\$5,000-\$5,999	\$6,000-\$7,499	\$7,500-\$9,999	\$10,000 and over	ALL
FOOD		%	%	%	%	%	%	%	%	%	%
		34.6	36.3	34.7	32.8	31.1	30.2	29.0	28.9	24.5	31.4
HOUSING											
		18.7	15.7	12.8	11.5	10.9	10.2	10.3	9.9	10.7	11.5
FUEL											
		7.4	6.1	4.8	4.3	4.0	3.7	3.5	3.4	2.8	4.1
HOUSEHOLD OPERATION											
		5.0	4.6	4.2	4.1	4.2	4.5	4.6	5.4	9.0	4.7
CLOTHING											
		6.3	9.2	10.3	10.8	11.4	12.3	12.8	13.5	14.1	11.5

URBAN INCOME GROUPS



TRANSPORTATION, FURNISHINGS, RECREATION, ETC.

INCOME
AFTER TAXES →

	\$0- \$999	\$1,000- \$1,999	\$2,000- \$2,999	\$3,000- \$3,999	\$4,000- \$4,999	\$5,000- \$5,999	\$6,000- \$7,499	\$7,500- \$9,999	\$10,000 and over	ALL
TOBACCO 	%	%	%	%	%	%	%	%	%	%
	1.3	2.0	2.1	2.0	1.9	1.7	1.6	1.5	1.0	1.8
FURNISHINGS 	4.3	5.0	6.4	6.6	7.4	7.2	7.2	6.4	8.4	6.8
TRANSPORTATION 	7.2	7.9	10.9	13.3	14.3	15.5	15.6	15.5	12.8	13.4
MEDICAL CARE 	7.1	5.4	5.3	5.5	5.1	4.8	5.0	5.2	4.1	5.2
PERSONAL CARE 	2.0	2.5	2.4	2.3	2.2	2.2	2.1	2.1	1.9	2.2
RECREATION 	3.4	3.7	4.7	5.7	6.3	6.3	6.9	6.9	7.8	5.9

Source: Consumer Expenditures Study, Wharton School of the University of Pennsylvania;
Bureau of Labor Statistics.

FOOD AND DRUG ADVERTISING:

WHERE IS IT BEING PLACED?

The advertising expenditures of the food and drug fields are immense. They total in excess of \$1.2 billion. Heaviest advertising for both is in network TV, but from there significant differences are found. The following figures do not include cooperative advertising dollars.

1955 FOOD AND GROCERY ADVERTISING

		CHANGE FROM 1954
NETWORK TELEVISION	\$189,402,000	+ 20.1%
SPOT TELEVISION	\$184,500,000	+ 63.3%
NEWSPAPERS	\$155,475,000	+ 13.8%
MAGAZINES	\$125,733,000	+ 6.6%
NETWORK RADIO	\$47,932,000	-21.4%
SPOT RADIO	\$46,062,000	-.3%
NEWSPAPER SECTIONS	\$32,647,000	+ 20.7%

Outdoor advertising grew 14% to \$53,369,000 and car cards, movies, etc., accounted for an additional \$5,000,000.

1955 DRUG, TOILETRIES AND SUNDRIES ADVERTISING

		CHANGE FROM 1954
NETWORK TELEVISION	\$111,876,000	+ 43.6%
MAGAZINES	\$77,710,000	+ 1.8%
SPOT TELEVISION	\$70,971,000	+ 54.3%
NEWSPAPERS	\$52,118,000	+ 9.5%
SPOT RADIO	\$30,070,000	-.3%
NETWORK RADIO	\$28,276,000	-23.4%
NEWSPAPER SECTIONS	\$22,802,000	+ 4.9%

Outdoor, car card and movie advertising is estimated at an additional \$5,000,000.

FOOD AND DRUG ADVERTISING: WHERE IS IT BEING PLACED? 7-20-56

Source: Food Field Reporter, New York; Drug Trade News, New York.

PICTOGRAPH BY
Sales Management
Designed by HILL-DANKO, INC.

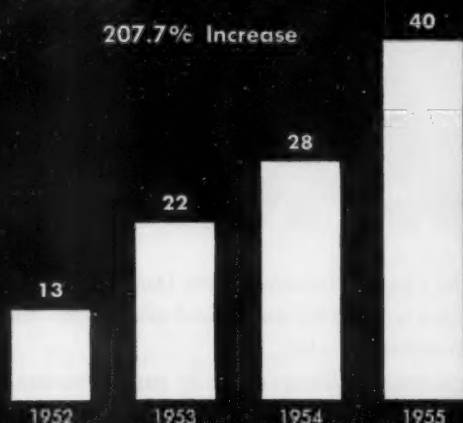
Babies Bring Big Business

The bumper crop of millions of American babies is right where you expect them to be — in the homes of young married couples. If you're an advertiser of baby foods and products, you can expect your ads in *Modern Romances* to bring in big business. Young mothers — most of them in their early and middle twenties — who read *Modern Romances* offer you a buying-for-baby potential that's hard to beat. There are children under 2 years of age in 23.8% of *Modern Romances* homes, and children under 5 in 52.1% of these homes — one of the highest percentages of infants and children in all homes analyzed by Starch Consumer Magazine Report. Each month *Modern Romances* caters to young mothers with a unique editorial section on infant and child care. Because of this, you'll see in the chart below how *Modern Romances* baby product advertising has increased tremendously from 1952 through 1955. (And still growing!) Join now the host of baby product advertisers in *Modern Romances* whose ads in this magazine bring them big business!

MODERN ROMANCES BABY PRODUCT ADVERTISERS AND PAGES — 1952 THROUGH 1955

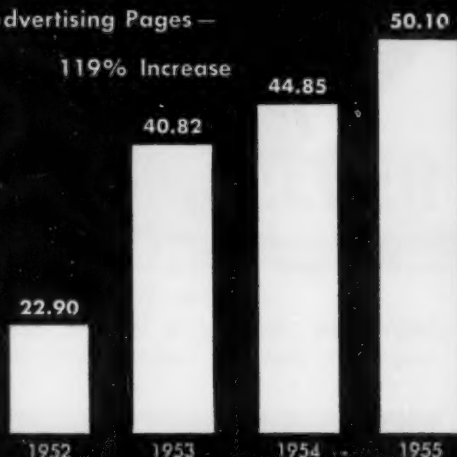
Number of Accounts —

207.7% Increase



Advertising Pages —

119% Increase



Source: Publishers' Information Bureau

ADGRAPH BY

MODERN ROMANCES

Sells America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N. Y.

in Chicago...it takes 2



In all the Chicago families where Dad is under 45, you can be sure he's buying more—and more often—than he ever will again in his life.

Yet not one of Chicago's 4 daily papers reaches even half of these young men. In Chicago, it takes 2 . . . and one must be The Sun-Times.

Younger Chicagoans read the Sun-Times because it's their kind of newspaper—it's convenient, easy to handle, has a modern format, gives the news at a glance.



SUN-TIMES

NEWSPAPER OF THE NEW CHICAGO
211 W. Wacker Dr., Chicago • 250 Park Ave., N. Y. C.

EXECUTIVE SHIFTS IN THE SALES WORLD

American Radiator & Standard Sanitary Corp. . . .

H. F. Howell, to sales manager,
Youngstown Kitchens Division.

Blaw-Knox Co. . . .

L. H. DeVilling to sales manager,
Construction Equipment Division.

Dictograph Products, Inc. . . .

M. S. Stevenson to v-p, director of
sales, of the four Dictograph Divi-
sions.

Esterbrook Pen Co. . . .

J. T. Brown to general sales man-
ager.

General Baking Co. . . .

Stuart M. Lenz to v-p, marketing.

General Foods Corp. . . .

Roland P. Campbell to advertising
manager, Post Cereals Division.

Griswold Manufacturing Co. . . .

Leonard E. Kingsley to general
sales manager.

Grove Laboratories, Inc. . . .

Gene K. Foss to marketing v-p.

Kearney & Trecker Corp. . . .

Harold W. Franke to advertising
manager.

L. O. F. Glass Fibers Co. . . .

Fred W. Segerstrom to general
sales manager, General Products Di-
vision.

The Frank H. Lee Co. . . .

Richard G. Williams to v-p, sales
and advertising.

Lehn & Fink Products Corp. . . .

John H. Thomas to advertising
manager, Tussy Cosmetics Divi-
sion.

Minnesota Mining & Manufacturing Co. . . .

William A. Schoonenberg to man-
ager, marketing and sales for the
Ribbon Division.

Mystik Adhesive Products Co. . . .

Harry Feuer, Jr., to director, mar-
keting and advertising.

Standard Coil Products Co. . . .

James O. Burke to president.

HERE'S OUR BEST SELLER

Everything's in this little book from population to tap water . . . Here you'll find all the facts about the Troy, New York market . . . facts that will boost your sales.

Write for a free copy of "THE REAL TROY, NEW YORK MARKET." This neat little 4-pager will help build your 1956 sales volume.

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.



**12 DIFFERENT LANGUAGES,
and they all mean "sales"...**

How Champion covers 101 countries with one magazine

*Reaches world's largest
magazine audience with
advertising in all 28
editions of Reader's Digest*

"THROUGHOUT THE FREE WORLD, we are announcing an important new development in spark plugs," says James F. Lewis, vice-president and advertising director of Champion Spark Plug Company.

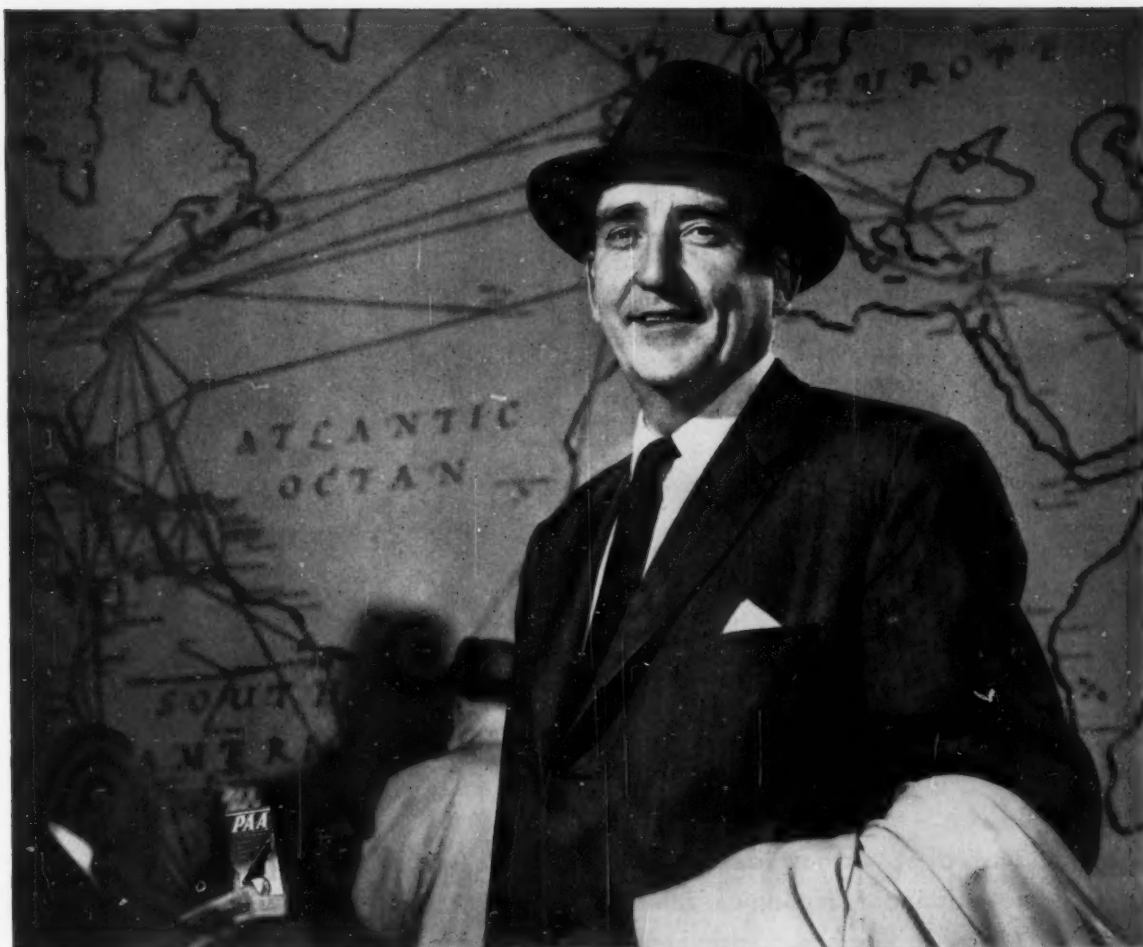
"To spearhead this announcement," he says, "we are using all editions of Reader's Digest—because of its high coverage of automobile owners world-wide, and the great confidence it inspires among readers in any language."

In fact, the Digest reaches the greatest possible number of car owners at the lowest available cost per owner—in the U. S. and most other world markets...

In the United States one-third of all car-owning families buy or subscribe to Reader's Digest. In Latin America the figure is even higher. And in some European countries, 65% of all car owners are in Digest families!

Digest families represent the world's largest market for automotive products, or for anything else you sell.

Total readers each month are estimated at 65 million—the largest audience ever attracted to a magazine.



James F. Lewis, Champion's vice-president, keeps firsthand touch with all overseas markets where his company advertises. Here he embarks on a European trip via Pan American World Airways.

You can buy all editions—as Champion does—or any combinations of editions—to sell your best markets, without waste circulation.

In most of its 101 countries, the Reader's Digest gives you greater coverage than any other international publication.

The U. S. edition, for instance, has a circulation of 11,002,672* per month—reaching an estimated 36 million readers. Each issue reaches almost twice as many people as an issue of the next leading magazine.

The Digest is the world's only “truly international” publication. It “speaks the language” of your customers wherever it goes . . .

Editions	Circulation
Latin America (5 editions, 4 Spanish, 1 Portuguese)	1,622,796
Canadian (2 editions, English, French)	900,000
British Commonwealth (5 editions, English)	1,793,673
Western European (8 editions, 4 languages)	2,415,723
Scandinavian (4 editions, 4 languages)	900,530
Middle & Far Eastern (3 editions, 3 languages)	547,944
United States Edition	11,002,672*
28 Editions, World-wide total	19,183,338

This entire audience is available to advertisers at a special global rate of \$39,777 per black-and-white page.

More international advertisers invest more money in the Reader's Digest than in any other publication.

Last year alone, 2,706 advertisers used 17,824 pages!

Phone or write today, for the new booklet “Leading International Advertisers,” from Reader's Digest, 230 Park Avenue, New York City 17 . . . Fisher Bldg., Detroit 2 . . . Prudential Plaza, Chicago 1 . . . 6351 Wilshire Blvd., Los Angeles 48.

*As filed with the Audit Bureau of Circulations, subject to audit.

International Editions

Reader's Digest

World's Largest Magazine Circulation

THE WORLD'S
MOST HONORED,
MOST WIDELY
QUOTED AUTHORITY
ON ALL QUESTIONS
OF FACT

ENCYCLOPAEDIA BRITANNICA

SINCE 1768
THE STANDARD
REFERENCE WORK
IN THE
ENGLISH
LANGUAGE

NOW AVAILABLE—DIRECT FROM THE PUBLISHER—THE
BRAND NEW EDITION OF ENCYCLOPAEDIA BRITANNICA
ON AN EXCEPTIONAL MONEY SAVING OFFER!

PLEASE READ THIS OFFER CAREFULLY—IF YOU
HAVE EVER THOUGHT



WHAT IS A GOOD MAILING? "Any that returns better than \$200 per 1,000 pieces mailed," declares William H. Houghton, Encyclopaedia Britannica's sales promotion manager, "or a 4% return on a \$5 book. For example: the

Year Book sells for \$4.95, and for this nominal sum set owners can keep their \$300 encyclopaedia up-to-date. There is a startlingly low 2% of owners who reject the annual offer." The Britannica sends out 25 million pieces a year.

When Your Best Market Lies in \$5,000 to \$7,000 Income Bracket

You'll find lots of tips on how to sell today's "mass market" in the Encyclopaedia Britannica sales plan. There are answers to: how to find and qualify leads, how to develop your mail strategy, close leads, and how to sell the line.

An interview with
WILLIAM H. HOUGHTON
Sales Promotion Manager, Encyclopaedia Britannica, Inc.

Encyclopaedia Britannica, Inc., enjoys a yearly increase in sales through the use of direct mail solicitation and mail order solicitation to new prospects and present owners of book sets, respectively. In May, the Chicago headquarters noted a 96% increase in business in eight years.

According to William H. Houghton, sales promotion manager for Britannica at the Chicago headquarters, the market is best in the \$5,000 to \$7,000 yearly income bracket. "We play up the everyday, practical things, aiming at the average guy who wants to better himself and add to his children's knowledge."

The "average guy" becomes almost a willing target for mailings from Britannica, as attested by the fact

that about 20% of all leads buy sets of Encyclopaedia Britannica, or one out of five, for \$300.

Britannica mailing operations are broken down into two parts: direct mail and mail order.

1. *Direct mail.* "We use direct mail to interest people in buying Encyclopaedia Britannica," Houghton says. "These are lead solicitations, mailed at a rate of 25 million a year. The prospect sends for a free booklet on the latest edition of EB. End result is an interview with the field representative (we have 2,000 field salesmen). Prospects ask for a booklet and get a salesman, who asks for five minutes of their time to 'preview' the new edition and explain what the booklet is all about. In effect, the

salesman says, 'Here's what the books will do for you!'"

Mail goes out from Chicago to names on Britannica mailing lists, and is returned to Chicago. Then, Houghton explains, it is sorted and forwarded to the proper division offices (15 in all). These offices then forward the leads to the more than 100 district offices.

"We sell the leads to division offices, which in turn sell them to district offices. The latter resell them to the salesmen for \$2 each. These are all qualified leads," Houghton explains. "From them the men can sell one out of five or six."

What is a qualified lead? "If a person is interested enough to send for a booklet to find out about Encyclopaedia Britannica, he becomes a qualified lead."

Field salesmen enjoy substantial incomes, and they can be considered independent businessmen. "We pay high commission rates. It is possible for a good man to earn \$25-30,000 a year," Houghton says.

Salesmen tell their story only when husband and wife can be present together to hear it, for both must want the set. Thus the salesman's selling time is reduced to a few hours in the evenings plus week ends.

Field & Stream

Announces the Highest Circulation in its History

941,904

(AVERAGE NET PAID, FIRST SIX MONTHS 1956)*

A whopping 10% gain over the same period last year; against an 800,000 guarantee, this gives astute advertisers a

BONUS CIRCULATION OF 141,904

In terms of dollars-and-cents value, that's a

\$3.18 COST-PER-THOUSAND FOR DELIVERED CIRCULATION

—further evidence why more and more national advertisers are placing more and more space in the magazine with more and more good customers—



Field & Stream

America's Number One
Sportsman's Magazine



*As filed with the Audit Bureau of Circulations, subject to audit.

Mailing strategy: There are two types of lists used by Britannica: (1) Local mailings to a particular district, using criss-cross directories, street address directories, and alphabetical telephone books, with the street address directories (sometimes called "city directories") favored; (2) national, broken down into book club subscribers and magazine subscribers.

Britannica's testing program is "always in the works," Houghton says, a continuous procedure. "We test against the best, or control, piece. Since we mail 25 million a year, we can expect that some good ones natu-

rally wear themselves out, so we have to keep testing them."

Houghton tried one multi-colored envelope carrying travelogue-type pictures against a plain white envelope with just the return address. "With identical mailing, we had a 2.3% return on the colored, and only a 1.6% return on the white. White was cheaper, but the cost per lead from it was \$2.55 compared to \$1.90 for the colored envelope."

The same type of colored mailing piece was tested with a split envelope. The addressee had to tear it in half, fill in the information, and return it

to Britannica postage-free. The returns slipped to 1.2%. "Probably the qualified prospects set the cards aside intending to fill them in later, but just did not get around to doing it."

Houghton estimates that 90% of response comes within 10 days after mailings are out.

2. **Mail order.** Encyclopaedia Britannica's mail order list is made up of present EB set owners who receive 11 mailings a year, once a month except during the Christmas season. Typical brochures received by set owners: *Popular History of the World*; *Meta Given's Encyclopaedia of Cooking*, *The Animal Kingdom*, a foreign language record course, globes, set of classics. The two-volume *Animal Kingdom*, describing nature's wonders, shows the best return of coupons, Houghton says.

The company is currently enjoying a profitable classical record-of-the-month-club mailing with a 6% response.

Direct Mail Growth

The Britannica mail order operation stemmed from the creation of the Year Book in 1934, and is believed to be the largest selling annual in the English language. It serves to keep owners of the company's reference sets abreast of current developments. Handling of the Year Book led to the formation of a small direct-mail division, which has been gradually expanded under Houghton's supervision to book club proportions.

Houghton is now responsible for the preparation of all sales promotion material covering the Encyclopaedia Britannica itself; Britannica Junior, the 15-volume reference work for school children; the Year Book; the Britannica World Language Dictionary, the Britannica Atlas and other special publications. These are all published by the company, but other books on specialized subjects such as cooking, painting, etc., are bought from outside publishers.

This dignified list of volumes receives the dignified treatment in the mailing pieces, yet they are made as interesting as possible. Though the company abjures the word "gimmick," it agrees that some "twist" must be employed to give appeal to these pieces. Houghton believes the best time to conduct a direct mail program is the first of the year: "It's the best for getting leads and the best for mail orders."

Abetting the mail campaigns is a strong advertising program to keep the name before the public. Colorful, three-times-yearly insertions are in *Life*, *National Geographic Magazine*,

WORCESTER'S Growth is still on the rise

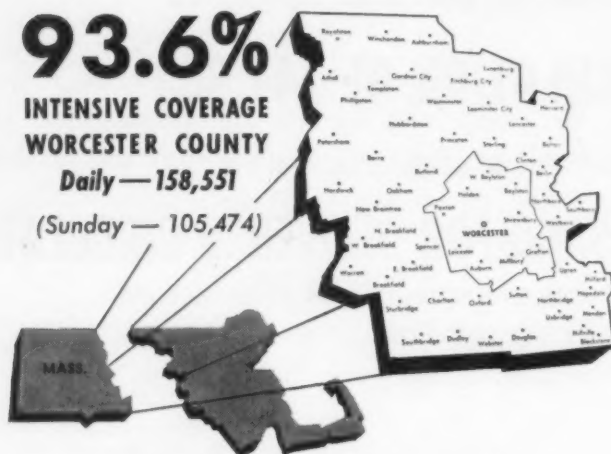
... And TELEGRAM & GAZETTE Circulation is at an All Time High

93.6%

INTENSIVE COVERAGE
WORCESTER COUNTY

Daily — 158,551

(Sunday — 105,474)



Metropolitan Worcester County Market

1956 vs 1946

Population ..	UP 23 %	(580,200)
Retail Sales ..	UP 98 %	(\$624,927,000)
E.B.I.	UP 75 %	(\$927,233,000)

the WORCESTER
TELEGRAM
-GAZETTE

WORCESTER, MASSACHUSETTS
Howard M. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

THE 3 "THREES" OF SALES CONTROL

3 ways to increase profitable sales

1. By obtaining new customers
2. By awakening dormant accounts to action
3. By increasing business from active customers

3 types of sales control

1. By salesman and territory
2. By prospect
3. By customer



3 methods of measuring performance

1. Accumulated sales versus year quota
2. Accumulated sales versus accumulated quota
3. Loss or gain



THE JUGGLER IN THE GRAY FLANNEL SUIT

Are you doing a controlled performance like this? You *must* be if you're a SALES MANAGER! These 3 balls represent "The 3 Threes of Sales Control"—3 ways to increase profitable sales; 3 types of sales control for profit; and 3 methods of measuring sales performance for profit! Every SALES MANAGER has to face up to controlling these—keeping them well in hand!

Would you like to check on how you rate? Here's a simple test that will give you a pretty good idea. (Naturally, everything depends on the degree and quality of your Sales CONTROL system—so try this test.)

Does your present system give you at a glance—at all times—the answers to *all* six of the following questions:

- 1) Who are your customers and prospects in each salesman's territory?
- 2) Date of last call and date of last sale on each account?
- 3) Lines selling well and those showing weakness?
- 4) Approximate total annual requirements of each account?

5) Percentage of these total requirements you're getting to date?

6) Percentage of the year's quota each of your salesmen has sold to each of his accounts?

If you don't have these answers and others, constantly available in complete, effective, graphic form for the close daily control which means increased and profitable sales, send today for illustrated booklet... showing in detail how Kardex Visible Sales Control works... how simple and easy it is to use... how hundreds of accounts can be reviewed in a few minutes.

Write Remington Rand, Room 1745, 315 Fourth Avenue, New York 10, N. Y. Ask for KD524—"How To Increase Profitable Sales."

Remington Rand
DIVISION OF SPERRY RAND CORPORATION



in the BOOMING 90-BILLION-DOLLAR MIDWEST INDUSTRIAL MARKET!

Here's your entree to BIG BUSINESS — in the World's Richest Concentration of Industrial Buying Power! Here's how to get "inside" where the real buying is done — where the orders are issued. M.P.A. does it for you like nothing else can! It's the P.A.'s own magazine, "must" reading for all members of the powerful P.A. Association in the "Heart of Industrial America" — 100% "buyer" coverage every month.

Your ad in M.P.A. is the perfect introduction for your representatives. They'll report more sales: "The buyer saw our ad in M.P.A. — needs our products and services — closed a deal!" That's why so many "national" advertisers have made M.P.A. the exception to an iron-clad "non-regional" advertising policy. They're getting value, and they're staying with it. Try an ad series of your own, and you'll do the same!

A few of the "national" advertisers who use over 50% of the space:

Alcoa
U. S. Steel
J. & L.
Ryerson
Bethlehem
McLouth
Assoc. Spring
Columbia

Wickwire-Spencer
Roebbing's
Babcock & Wilcox
Tube Turns
Chase Brass
Bridgeport
Scovill Brass
American Brass

Nat'l Screw
Torrington
Standard Oil
Cities Service
American Box
Robt. Gair
Ohio Injector
Oakite



Write for
Roster Issue
(Containing
P. A. List)
on your
letterhead



6th Floor, Penton Bldg.
Cleveland 13, Ohio

Popular Mechanics Magazine, Science and Mechanics, Mechanix Illustrated, Harper's Magazine, The Atlantic, The Saturday Review, Esquire and others.

Houghton notes that the "major portion of our business comes from leads resulting from direct mail. However, if we want greater penetration, we ask the salesmen to telephone and make direct contact with the leads. Telephone leads cost nothing, and referred names (furnished by Britannica owners) cost very little."

All mailings are copyrighted.

Encyclopaedia Britannica, "owned, edited and published in the United States for Fifty Years," has been an active participant in that phase of American television called "quiz shows" since their inception.

Winners on the shows are awarded complete sets of the Encyclopaedia Britannica. Only cost to the company is furnishing the sets of books. Current exposure of more than 30 million people to the reference works is on Dr. Bergen Evans' "Down You Go" show on Saturday night over NBC-TV. "Down You Go" pulls around 65,000 "fan" letters weekly. Winners of the sets automatically become potential buyers of the Year Book and others promoted in 10 more mailings throughout the year. **The End**




Junior Sales Champ Beats Three Stalwart Males!

Miss Lynne Wasson, of Seattle, Wash. has just been named "Best Junior Achievement Salesman of 1956" in a national competition. For her sales work she gets a \$500 scholarship from National Sales Executives, Inc.

Lynne was one of 40,000 young people who worked — under Junior Achievement auspices — this year in a "company" composed solely of teenagers. Her company marketed identification signs for lawns: The signs were made in two styles; one carried just the customer's street number, the other his name and street number.

Each of the five finalists — three boys, two girls — in the national competition "sold" his product or service to a sales prospect before a panel of judges. The judges: Vincent Alexander, sales manager, Manheim Mfg. & Belting Co.; Robert Whitney, president, National Sales Executives, Inc.; Will Foster, v.p., The Borden Cheese Co.

An aerial photograph of Detroit, Michigan, showing the city skyline on the left and the Detroit River on the right. Several large ships are docked at the piers along the river. The city buildings are densely packed, and the river water is visible. The overall scene is a black and white aerial view.

Detroit means Business...and Detroit is *OUR* business!

Fifty years ago, The Detroit News initiated the campaign for the St. Lawrence Seaway, now nearing completion. The coming of the Seaway means the readying of facilities for Detroit to become a major world port.

To get quick and positive action in formulating a practical program for developing the port of Detroit, The Detroit News brought together at its own expense, leading port authorities who investigated existing and projected facilities.

The report of this group of experts, published in The Detroit News, "helped substantially to bring order out of chaos in our port problems," declared City Controller John H. Wither- spoon. It has already produced action sufficiently constructive to assure Detroit of a port worthy of its stature as one of the great cities of the world.

Detroit advertisers, too, feel the benefits of The Detroit News leadership and community acceptance. That's why The Detroit News, leader in both total and trading area circulation, carries twice as much linage as either one of the other two Detroit newspapers.

The Detroit News

THE HOME NEWSPAPER

Largest Circulation of all Michigan Newspapers (ABC 3-31-56)
Weekday 459,160—Sunday 573,375

Eastern Office: 110 E. 42nd St., New York 17 • Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill.
Pacific Coast: 785 Market Street, San Francisco, Calif. • Miami Beach, Florida: The Leonard Co., 311 Lincoln Road

Steps to Take Now to Save Money On Next Year's Income Tax

Your questions are answered on what is deductible and what specifically is not deductible in the way of traveling and living expenses while on your job. Are you taking advantage of all the opportunities legally open to save?

BY JEROME SHOENFELD • Washington Editor

When you're listing traveling expenses to deduct next year from your taxable income, remember that the word "home" means not where you live but where you work. Internal Revenue Service has just made that clear. Too late for this year's tax forms but still usable is the just published circular, "Deductions for Traveling and Transportation Expenses."

Suppose you work in more than one place. "You are away from home," answers IRS, "when you are away from the area of your principal place of business or employment." You're away "overnight," and so allowed to deduct what you spend on meals and lodging, if your stay is "of sufficient length to necessitate relief from duty to obtain sleep." A two hours' nap at a movie does not qualify.

IRS took typical cases, including these:

Question: I live with my family in Chicago but I work in Milwaukee. During the week I stay in a hotel in Milwaukee and eat my meals in a restaurant. I return to my family in Chicago every week end. May I deduct any of my expenses for traveling, meals, and lodging?

Answer: No. Milwaukee is your home for tax purposes, and your expenses for traveling, meals and lodging are personal expenses.

Question: I live in Kansas City where I work. I have been assigned to duty in Omaha for 60 days. Occasionally, I return to Kansas City on my days off, but most of the time I stay in Omaha. What expenses may I deduct?

Answer: You may deduct the necessary traveling expenses incurred in traveling from Kansas City to Omaha

and return to Kansas City after your temporary assignment is completed. You may also deduct your reasonable expenses for meals and lodging (even for your days off) while you are in Omaha. When you return to Kansas City on your days off, you are not "away from home" while you are in Kansas City, and your meals and lodging while you are there are not deductible. However, you may deduct your traveling expenses (including meals and lodging, if any, en route) from Omaha to Kansas City and return if they are no more than the amount it would have cost you for your meals and lodging had you stayed in Omaha. If they are more, your deduction is limited to the amount you would have spent in Omaha. If you retain your room in Omaha while you are in Kansas City, your expenses of returning to Kansas City are deductible only to the extent of the amount you would have spent for your meals had you stayed in Omaha.

Question: I live in Cincinnati where I work for eight months each year, and derive the greater share of my annual income from that job. For the remaining four months of the year, I work in Miami. When I am in Miami, I eat and sleep in a hotel. I have been working both of these jobs for several years and expect to continue to do so. May I deduct my traveling expenses from Cincinnati to Miami and return? May I also deduct what I pay for meals and lodging for the four months while I am in Miami?

Answer: Yes. From these facts it is apparent that you have two recurring seasonal places of employment and that Cincinnati is your principal place of employment. You may deduct all of your traveling expenses

while you are away from Cincinnati in pursuit of your minor employment, including what you pay for your food and lodging.

Question: My family and I live in Dallas where I work about one week during each month. The remainder of the time I work for the same employer in Ft. Worth. While in Ft. Worth, I eat and sleep at a boarding and rooming house. My salary is the same whether I work in Dallas or in Ft. Worth. May I deduct anything for traveling expenses while I am in Ft. Worth?

Answer: No. Since you spend most of your working time in Ft. Worth and earn most of your salary there, Ft. Worth is your principal place of business. This is true, even though you maintain your residence in Dallas. However, when you leave Ft. Worth to return to work for a week in Dallas, you are "away from home" even though you stay at your family residence. In addition to the cost of the round trip from Ft. Worth to Dallas, you may deduct that portion of your family living expenses for meals and lodging which is properly attributable to your presence in Dallas for the week you are working there.

Question: I live in Nashville. I am regularly employed at a location 20 miles outside of the city. There are no living accommodations within a reasonable distance of my place of employment. May I deduct my expenses of traveling to and from work?

Answer: No. Expenses of getting to and from your regular place of employment are not deductible, regardless of the distance you commute.

Question: I live and regularly work in Chicago. My company has assigned me to Columbus for a few days to inspect certain of their branch stores located in the Columbus area. I visit two or three different stores each day while I am in Columbus. May I deduct my cab fares for traveling between the various stores?

Answer: Yes. The cab fares under these circumstances are a business expense.

The End

Making Sales a Picnic...



with the

REYNOLDS WRAP ALUMINUM PACKAGING SEAL!

Picnics are a great demonstration of Reynolds Wrap Aluminum Packaging and its superior protection against moisture, air, light, odors... and even ants! That's why this picnic message (full color in June FAMILY CIRCLE) has powerful summer "sell" for the Reynolds Wrap Aluminum Packaging Seal.

It's another in a continuing National Magazine Series carrying the story of the Seal to millions of readers. Weekly promotion on Network Television swells the audience by many more millions. And packages, themselves, display the Seal endlessly...at the rate of billions per year.

The result is *proved* selling power. In a recent 44-city survey by a leading market research organization, 7 out of 10 women surveyed could identify the Seal, and 59.2% of these women prefer food products that carry the Seal! To put this power to work for you, call the nearest Reynolds Sales Office. Or write to

Reynolds Metals Company,
General Sales Office, Louisville 1, Kentucky.

Picnic Wrapture!

All "picnic centers" and market displays gleam with Reynolds Wrap Aluminum Packaging... potato chips, cookies, cheese, all kinds of delicious. Butters and margarine, too, are foil-wrapped... ready for travel. And you, of course, do your own picnic packaging at home... with Reynolds Wrap!

This "packaging" with Reynolds Wrap is a good reason in protection... against moisture, air, light and odors. It's the same principle for the foods you buy as for the candy box you make... they're kept fresher in aluminum foil. So load the picnic! Guide your shopping by that aluminum gleam... and by the Reynolds Wrap Aluminum Packaging Seal on more and more products.

Reynolds Metals Company,
Louisville 1, Kentucky.

QUALITY PROTECTED WITH REYNOLDS WRAP ALUMINUM PACKAGING



Picnic Merchandising too!

Reynolds "picnic center", featuring a real grill and almost real-size people, is a big summer success. Reynolds "rainbow" displays are a dramatic year-round promotion of all foil-packaged products.



See "FRONTIER", Reynolds great dramatic series, Sundays, NBC-TV Network.

Why I call on you

Your customers and prospects may appreciate a copy of this thoughtful article on the relationship with your salesman. It was written for *Oil-power*, published by Socony Mobil Oil Co., Inc., for its industrial buyers.

"No, I can't afford to waste your time or mine. When I call on you, in nine cases out of 10, there is a very definite reason, Sure, in 10 cases out of 10, I'd like to pick up an order. After all, I am a salesman! But you'd be surprised the amount of preparatory time I take to make sure my call pays off for BOTH of us.

First, let's take a look at my side of the picture and see why I just can't afford to drop in and talk about the weather.

The size of my territory takes into consideration the number of effective calls I have to make to obtain and hold the desired amount of business. This allows for travel time between calls, waiting time, time required for attendance at meetings and for paper work, and the time required in preparation for the sales calls. If my territory is suitably defined and the number of calls carefully prescribed, there is no time left for calls except those of really worth-while purposes. If I had time for any other types of calls, it would indicate that my sales territory was too small and therefore uneconomical, or that I was not giving enough attention to preparations for my sales visits.

Second, as all of us who have made sales calls know, each call represents an emotional experience—either stimulating or depressing. Like any emo-

tional experience, it represents a drain on the salesman's reservoir of energy—energy which must be husbanded for worth-while occasions. There is less drain on one's stamina in making a well-prepared call with a worth-while purpose clearly in mind, than in making any other kind.

Third, there is the question of time and money. A reasonably sound rule of thumb, although subject to differences in type of customer and travel requirements, is to estimate that I will have available less than $3\frac{1}{2}$ hours a day (850 hours a year) in which I may expect to be face-to-face with the persons who can say "yes." The true cost of a sales call is almost unbelievably high. Even the salesman's own direct expenses (salary, employe benefits, transportation, etc.), when divided by the figure of 850 hours, will be sizable. Once the salesman's expense load has been determined, it is clear that not only must he limit his calls to selected accounts, but also that calls are justified only when made for worth-while purposes and after careful preparation.

Now, let us consider the thinking of you, my customer, with regard to the profitability of the time you spend with salesmen. Particularly, if you have purchasing responsibilities, you are a very busy man. You interview a great many salesmen each day—not

only sellers of petroleum products, but the vendors of other materials that must be purchased.

Consciously or unconsciously, you evaluate the salesmen you talk with in either of two categories:

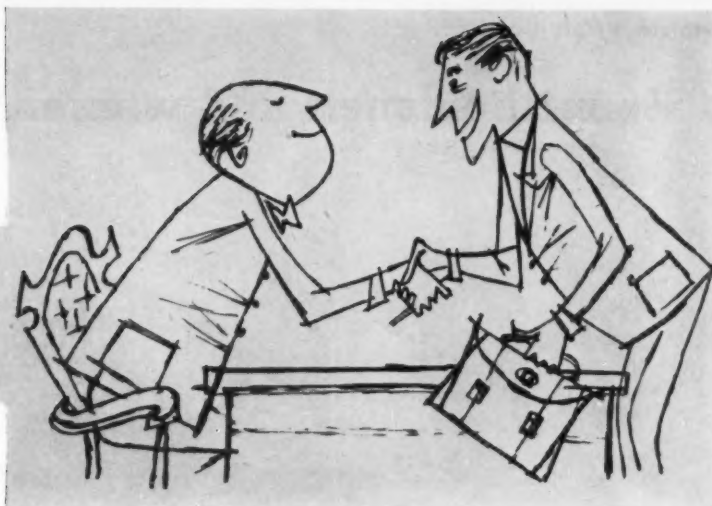
1. The kind who has a real objective in calling on you. This salesman has carefully prepared his presentation and you recognize the fact as soon as he begins talking. He has taken the time to identify the features of his proposition and shows how he or his company can contribute directly to your interests and problems.

This type of salesman you usually welcome and tend to award him some part of your business.

2. The kind of salesman who, either lacking just plain common sense or through insufficient effort of preparation, fails to have a clear cut objective in calling upon you, or, having a reason to call, has failed to organize his presentation in terms of your interest.

In cases like this, you tend to lose interest in a hurry. If you do give him an order, your action is probably based upon the reputation of his company and the quality of his products.

Unfortunately, the second type appears to be in the majority. Yet, to me, that situation is my "golden opportunity." Wherever in life there is a great deal of humdrum and routine, the "standout" really stands out. To me, your Socony Mobil salesman, the disorganization of my competitor is a priceless opportunity to make a favorable impression, by taking the extra time and making the extra effort, not only to understand your interest and troubles, but to build a sales presentation based upon your needs. It is only when I feel I have



something constructive to offer you or your plant, that I feel justified in calling upon you and absorbing your time to listen to my story.

But, getting back to reasons salesmen sometimes give for calling on you. How often have you heard:

"I was passing by and thought I'd stop in."

"Wanted to see how things were going."

"Just wanted to see if you needed any of my products."

It is my opinion and the opinion of my management that I had better stay away from your office, if those are the only reasons I have for taking your time.

Realizing that I have about 3½ hours a day to profitably talk with you and my other customers and prospects, it makes sense that I should call only when I have something to contribute. Some of my reasons could well be:

To discuss a new development in your business.

To explain the advantages of a newly developed lubricant and where it could save in consumption and maintenance.

To meet new personnel in your plant and to acquaint them with the Lubrication Program in operation.

To educate and help the man in charge of your lubrication.

These and countless other objectives would seem worth-while and be in our mutual interests. Sum them all up and all worth-while reasons for my calling on you seem to have a common denominator: that while my aim is to gain new business or solidify existing business, my underlying purpose is to understand your problems and offer constructive assistance in

overcoming those problems.

It might be of interest to you to know that my calls upon you are not always the result of my judgment alone. My management has adopted a procedure, not only for new salesmen but occasionally for experienced salesmen, which has proved extremely helpful in setting up only worth-while interviews. Each salesman lists the names of those on whom he expects to call during the forthcoming two- or three-week period. He indicates alongside each, in one short sentence, the purpose of his proposed visit. While the average salesman will be able to indicate worth-while purposes for a number of the proposed calls, he often finds himself giving inadequate reasons for the balance of his calling list. The sales manager, reviewing such a program, will either refuse to accept weak call objectives and insist that the salesman list a worth-while reason or he will suggest the elimination of the call.

Another part of this sales plan is to make sure the salesman is thoroughly prepared to talk about the reason given. By limiting our calls to those which can be made for a worth-while reason, we find our daily work is not only more agreeable, but the profitability of our work increases.

By following this policy, we soon tend to establish the fact a visit by a Socony Mobil salesman will be worth-while.

Now, just a word about my competitors. We in Socony Mobil feel our products enjoy the highest reputation for "quality" in the petroleum industry. It is evident, however, that many of our competitors produce excellent products, are gaining support, and are rapidly improving their tech-

nical and commercial services. It is therefore of paramount importance the quality of my sales approach to you should be raised to, and maintained at, the highest possible level. Our well-earned reputation is not sufficient in this competitive period to produce the desired profits without the support of excellent sales solicitation at all times.

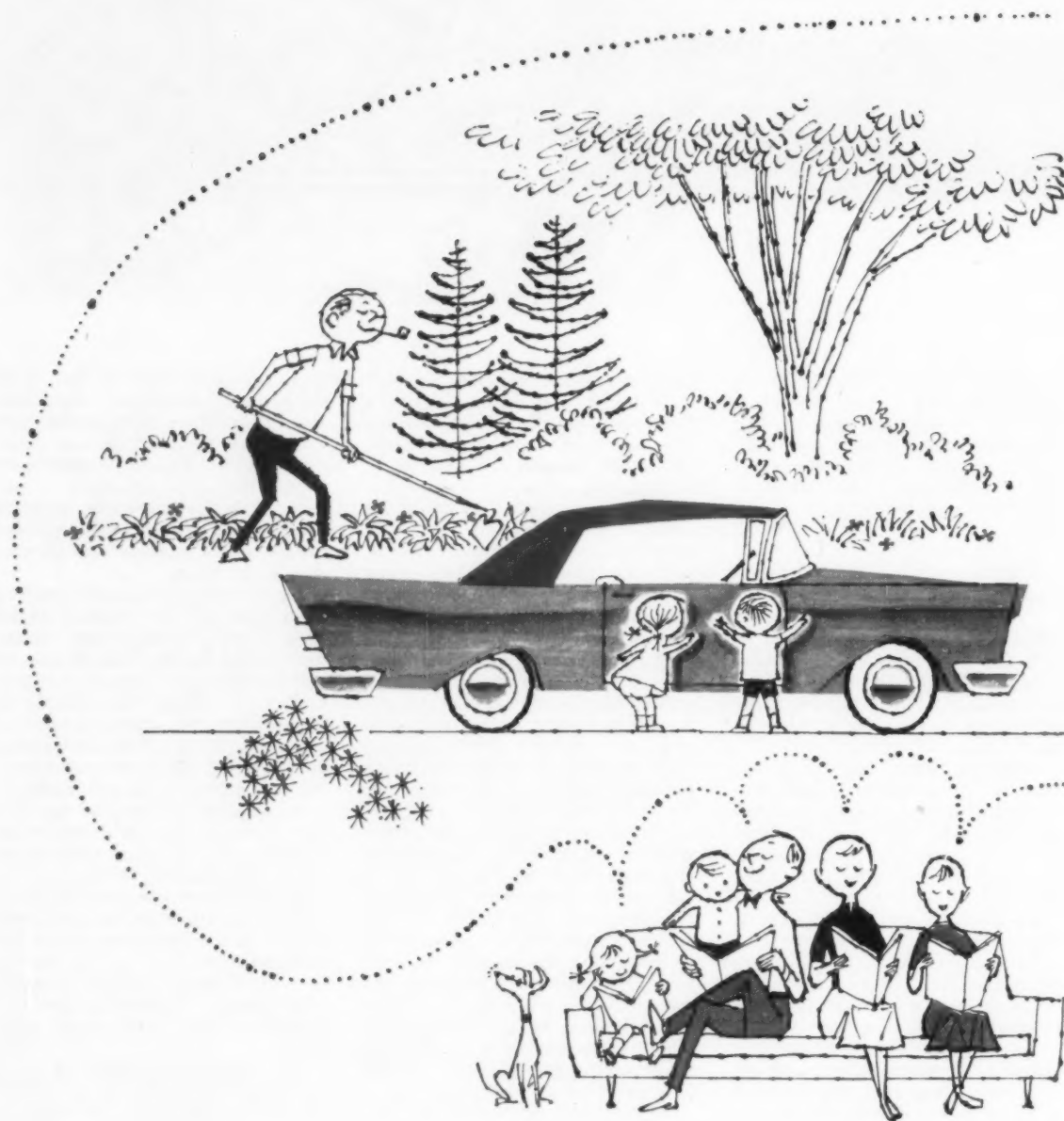
Here is why. To a great many of our customers, the Socony Mobil salesman is the Socony Mobil Oil Co. He is often the only man in our entire company the customer sees and talks with. When this salesman is clearly on target; when he knows exactly why he has called on a customer; when he shows he understands the customer's needs and problems and knows exactly how he can help that customer; then the customer has confidence also in Socony Mobil products and engineering service. By the same token, any salesman who calls without a worth-while reason and who fails to show an understanding of his customer's problems and a way to help solve them, weakens his company's reputation with that customer for quality products and quality service.

I've tried to put down on paper the many reasons that lie in back of my calling upon you. I've tried to show that while it is important not to waste your time, it is equally important that I do not waste mine by making unfruitful calls. The reputation I establish with you is of utmost importance to me. Your belief in me and my company is the key to my success. My success is important. I don't want to risk it by calling upon you merely to say, "I thought I'd drop around!"

The End

month after month...

15¹/₂ million* men and women "live by the book"



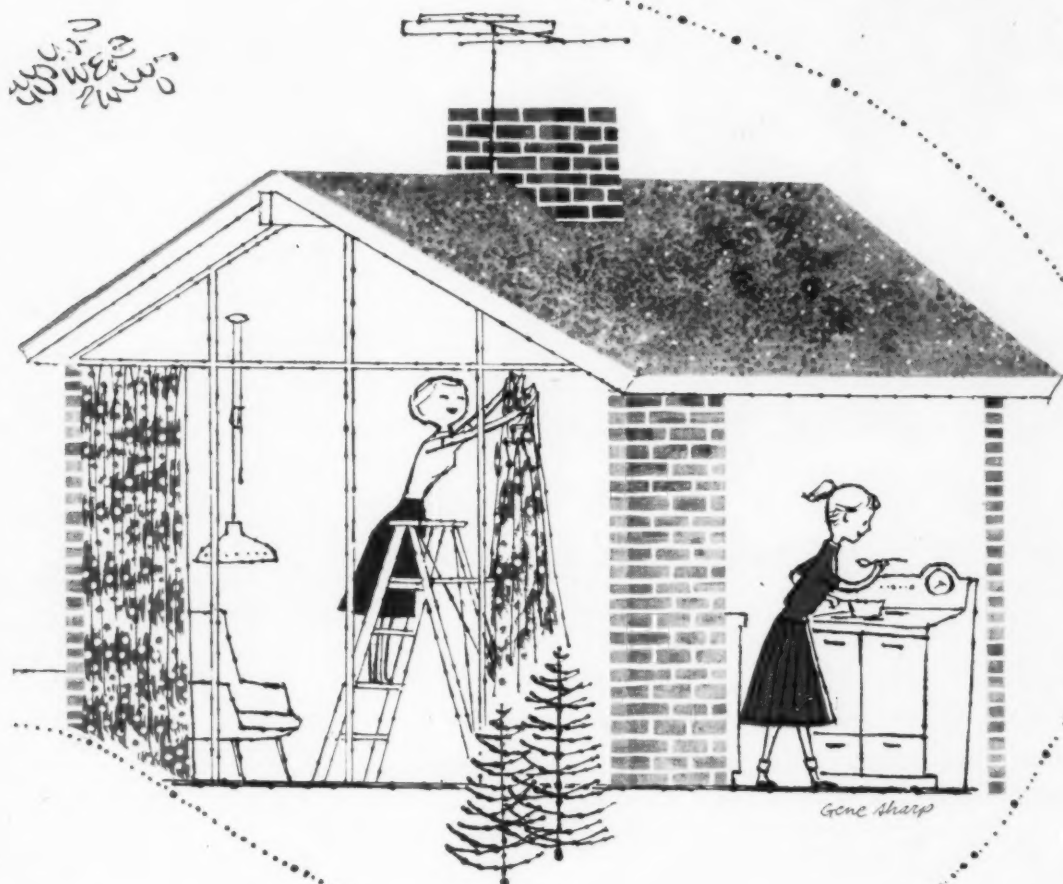
"Living by the book" is planning, then *doing*. It's edging the driveway with a flowering border. It's buying a new car that the whole family approves. Running up new draperies for the living room. Or fixing teen-pleasing eats for a party. Almost 7 million people report taking over 27 million

actions associated with reading ads or articles seen in an average issue of Better Homes and Gardens!

**15,500,000 people read an average issue of BH&G. One-third of the 123,800,000 people in the U.S. 10 years of age or older read one or more of every twelve issues. That's 44,150,000 readers of Better Homes and Gardens—and over 40% of them are men!*

...and the book is **Better Homes and Gardens!**

4,250,000 COPIES EACH MONTH



during the year...

$\frac{1}{3}$ of America reads

Better Homes and Gardens!

*A 12 Months' Study of BH&G Readers, Alfred Politz Research, Inc., 1956

Meredith Publishing Company, Des Moines 3, Iowa

JULY 20, 1956

91



LEAVE IT TO CALIFORNIA to run super-buses with a hostess aboard. Ten pretty lassies, like this one, serve passengers on Continental Trailways' LA-San Francisco run. Coming up: extension to other of the 26 states Trailways serves.

Now It's Hostesses on Buses

During the lean Winter season, Continental Trailways has been running special luxury-flight buses, extra-fare and chock-full. What it proves: People will pay for red carpet treatment. Possibly: Today's luxury will be tomorrow's norm.

On July 1, Continental Trailways Bus systems inaugurated a luxury bus service similar to one it has been successfully running on its San Francisco-Los Angeles route. That run has been such a bonanza bookings are made a month in advance. This for a bus! All Winter these fancy-pants buses have been running, with scarcely ever an empty seat. Here's how the operation works.

Passengers leaving San Francisco for Hollywood and Los Angeles via the Twilight, Limited, walked the red carpet rolled out for them and took their seats. They settled with relaxed sighs into the upholstery. Some accepted the free pillows the pretty stewardess offered. A woman with a baby said she would like her child's bottle warmed.

Soft music was turned on. A little later, the stewardess offered passengers

coffee, sandwiches, cold drinks and ice-water.

Folders in the seats invited women passengers to "freshen up" in the rest room. Men were urged to use the electric razor provided for them.

At the end of the smooth, fast 450-mile trip the red carpet was rolled out again, the travelers greeted by courteous employees of the company.

A luxury air flight? Special-fare train? Not at all. It's a new bus service just inaugurated by Continental Trailways Bus System on its San Francisco-Los Angeles run. There are two buses: the Twilight, Limited, which leaves in the evening, and the morning Metropolitan Express. Both make the run in the record time of 10 hours—often cut to nine hours and 40 minutes. Convenience and meal stops are eliminated. Only pauses are for a minute or two at four passenger

points: Bakersfield, Fresno, Merced, Modesto.

Passengers traveling from San Francisco to Los Angeles pay \$1.50 extra on their ticket, lesser amounts to the intermediate points. The service is an experiment. The Pacific Coast was chosen for the test after permission was obtained from the Public Utilities Commission.

Says Art Nay, general manager of Western Lines of Continental Trailways: "The extra-fare service is an effort to regain traffic lost to private autos, air coach, and first-class train and air service. The California area was chosen for the trial run because of climatic conditions and the nature of the California traveling public."

Continental Trailways officials claim there is no other comparable service in the test area. In its PUC application, the company indicated an intention to make similar tests of luxury bus service in other states of the 26 it serves.

Although this is the lean season for travel, particularly by bus—and despite a month of very stormy weather—the new coaches have been booked to capacity on most runs. An official at the San Francisco terminal comments: "The service is growing by leaps and bounds. If a coach leaves San Francisco with three-fourths of its passenger capacity, we can count on it being full when it pulls out of Oakland." Continental Trailways formerly had no departures at the hours scheduled for this service; no buses made the run in 10 hours.

Although the \$1.50 premium on a one-way ticket from Los Angeles to San Francisco brings the fare up to \$8.05 it still compares favorably with \$10.45 by rail.

Along with its "selling tools" of snack bar, electric razors, free magazines, the company is merchandising the new run with slogans: "Five Star Luxury Service;" "Fastest Through the San Joaquin Valley;" "The finest bus service anywhere in the world."

The End



The slowness of shipping filled Pete with dismay
His boss used to hound him all night and all day.



Now the dog's life Pete led is all over at last
He ships **RAILWAY EXPRESS**—it's dependably fast!

The big difference is

Whether you're sending or receiving,
whether your shipment is big or small, whether
you're shipping here or abroad—always
specify Railway Express. You'll find it makes
the big difference in speed, economy, and
safe, sure delivery. And now you can
make fast, economical shipments via
Railway Express Agency's new international
air and surface connections. It's the complete
shipping service, free enterprise at its best.

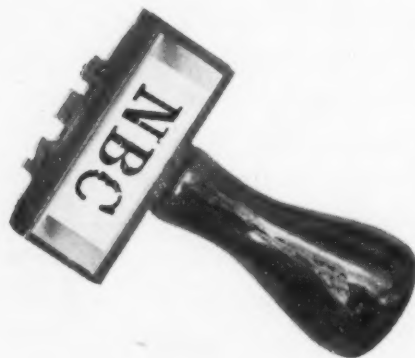


... safe, swift, sure

Railway Express World Wide Service now includes affiliations with: SEABOARD & WESTERN (and connecting carriers)
TACA and T. A. N. AIRLINES • also SCHENKER & CO. and AMERICAN EXPRESS COMPANY foreign connections.



STAMPS OF APPROVAL




Advertisers are spending more dollars with the NBC Radio Network on weekends than with any other network... **48%** more than with the second network.

During its first year, MONITOR increased NBC Radio Network weekend revenues — in the face of a decline in weekend revenue on all other networks — by **278%** over the preceding year.

MONITOR has moved steadily from 30% sold-out in the first quarter of 1956 to more than **78%** sold-out for this August. By next month, NBC Radio will be delivering over **7,000,000** more listener commercial impressions, weekends, than any other network.

You belong on MONITOR, where advertisers have placed so many stamps of approval. **NBC RADIO NETWORK**

a service of 



SALES PLANS, policy changes, new-product information are transmitted in a personal way to The Upjohn Co. overseas branches through the use of a tape recorder. Here, company executives hold a round-table discussion which, after translation into Spanish, will go out as a tape to South American subsidiaries. Left to right: Earl Bergman, sales education department; E. H. Coleman, R. G. White and H. B. Roberts, assistant general manager, advertising manager and sales manager, respectively, of International Division.

Tape Recordings Talk Selling To Upjohn Branches Overseas

BY R. G. WHITE • Advertising Manager
International Division, The Upjohn Co.*

Effective communication is important to every business, but when you sell overseas, it's vital.

Keeping in touch with branch offices thousands of miles apart, working with fellow employees with whom you seldom, if ever, have personal contact, intensifies the problem of communication.

One of the best solutions to this problem we have discovered is the use of tape recordings. Tape makes it possible to convey not only vital information, but with the use of interpreters to reproduce the "tone" of a message spoken in the language of the country where the branch is located.

Our tape recordings are of two basic types. Those used most are tapes devoted to the discussion of a product or group of related products.

When a new pharmaceutical product is to be introduced, for example, several men participate in recording a script. First part of the script is a discussion of the medical and scientific aspects of the product and includes the formula, indications and uses for the drug.

* Kalamazoo, Mich.

Then a recording is prepared by the sales and advertising departments covering selling points and describing plans for advertising promotion. When applicable, illustrative charts and tables are used to emphasize the important points.

Since a major portion of our business is in Latin America, Spanish translations of the tapes are made for those areas. Tapes in this category are used in sales conferences to assist our agents and supervisors in instructing their salesmen in the promotion of our products.

These tapes also serve to deliver the spoken words of our medical and research teams in many countries where a personal visit is impossible.

Second type of tape recording is used to communicate policies or instructions to our subsidiaries. Usually these are recordings of virtually extemporaneous sessions during which several department heads meet and outline plans or procedures. These sessions are informal; each participant uses only brief notes or a skeleton outline to be sure that all salient points are covered.

The overseas recipients of these tapes play them for their executives and they, in turn, record their comments and return them to the sender. While tapes of this nature do not replace the written word entirely, they are effective for this 'round-table' form of discussion.

We were so convinced three years ago that magnetic tapes offered a new and effective method of communication that we bought our recorders first and then went about finding ways to use them.

A letter was sent to our subsidiaries, foreign representatives, and sales supervisors telling of our plans to use tape recordings and asking their cooperation. It was necessary for us to find out whether playback equipment was available in each country and, if so, what size reels could be used, at what speed material should be recorded, etc.

In areas where recorders are not readily available, we offered to assist our agents by buying and shipping machines to them. Then the problems of adapting American-made machines to local electric current, ob-



Oklahoma City is one of the
5 FASTEST GROWING
 Markets in the U.S.!

**More than 30
 new shopping centers**

have been added to Oklahoma City since World War II and more are under construction and on the drawing boards. No wonder experts say that Oklahoma City is one of the five fastest growing cities in the nation. No wonder they predict its population will double by 1975!

Growing shopping centers mean growing sales. Retail sales in Oklahoma City did 45 percent more business in the Census year of 1954 than 1948; the U.S. average was 32 percent. Food store sales jumped 66 percent; the U.S. average was 35 percent.

Are your sales keeping pace? Look toward Oklahoma City and the Southwest for sales gains. Insure your sales growth with advertising in these newspapers!

OKLAHOMA	THE OKLAHOMA PUBLISHING COMPANY		A 1956 GOOD EVERY DAY
	THE DAILY OKLAHOMAN		
	Represented by The KATZ AGENCY	"LARGEST SUNDAY CIRCULATION IN THE ENTIRE SOUTHWEST"	

Two tickets to Oklahoma!

OKLAHOMA	THE OKLAHOMA PUBLISHING COMPANY		A 1956 GOOD EVERY DAY
	OKLAHOMA CITY TIMES		
	Represented by The KATZ AGENCY	THE FARMER-STOCKMAN WKY RADIO • WKY-TV WSFA-TV, MONTGOMERY	

**YOUR
GUIDE** }
**to more
customers**

**happy
customers**

SPECTOR
Customized
**FREIGHT
TRANSPORTATION
SERVICE**

Yes, transportation is one of the most significant, yet little understood aspects of modern sales and distribution. Properly approached, properly planned and used, motor transportation opens new and profitable avenues heretofore considered closed to exploitation.

Serving more than 5000 points in 37 states—with direct service to 7 of the 10 top markets of America—Spector enables you to reach, sell and service 77.52 per cent of the nation's buying potential. Spector's modern, versatile fleet, advanced facilities and methods—and expert freight distribution consultants—are at your disposal. Ask your traffic manager or contact your nearest Spector terminal for details.

SPECTOR CUSTOMERIZED SERVICE MEANS

Wider, Cost-Controlled Distribution
Reduced Warehousing Charges

Lower Factory and Branch Inventories
Faster, Safer Deliveries

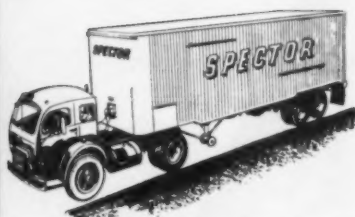
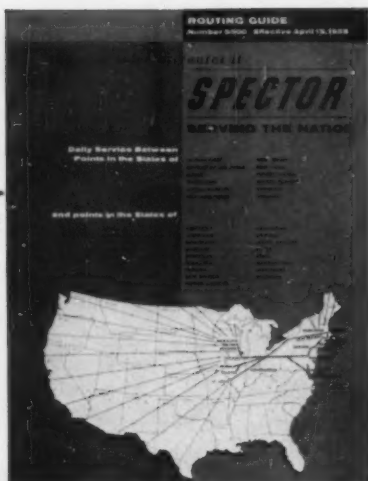
A United States Custom
Bonded Common Carrier



SPECTOR FREIGHT SYSTEM, INC.

General Offices: 3100 S. Wolcott Avenue, Chicago 8
TERMINALS IN:

Baltimore-Washington • Boston • Bridgeport • Chicago
Decatur • Indianapolis • Milwaukee • Newark • New
Britain • New York • Peoria • Philadelphia • Providence
St. Louis • Springfield (Mass.) • Worcester



**offers new distribution
opportunities to
the progressive
sales manager**

taining import and export licenses, and arranging for currency exchange came into the picture, but were readily solved.

Today our tape program is well established. Often we make up 40 or 45 copies of a product tape so that all our outlets abroad can be covered simultaneously if necessary. A library of all tapes is maintained so that whenever a product is to be introduced in a new country, we can immediately send a tape which verbally supplies the complete story.

Playing-time of any one tape usually is limited to about 30 minutes, although on occasion a tape may run well over an hour. Using Minnesota Mining and Manufacturing Company's "Extra Play" tape, we have been able to put an equivalent message on a smaller reel of tape. This reduces bulk and postage costs—important since all tapes are sent air mail to save time.

After three years of use, this tape program has proved to be so effective that we are now expanding our facilities and equipment to make more and better reproductions and cover an increased number of subjects. The End



IF IT CONTAINED WHISKEY, this famed Louisville landmark could dispense 12.8 million jiggers of Old Forester bourbon. But, the 62-foot bottle is actually a 100,000-gallon water tank for Brown-Forman Distillers. When the company recently changed the label on its smaller 25-jigger bottles (fifths), three men worked a full week to paint a new one on this biggest bottle in the world.

SALES MANAGEMENT

W. L. MORRISETTE, Jr.
Vice-President—Traffic and Sales
Eastern Air Lines, Inc.



The Vice-President
in charge of Sales Knows...

"WHY EASTERN'S SALES IN LOUISVILLE HAVE INCREASED 375% SINCE 1946!"

"To illustrate the vitality of the Louisville area and its responsiveness to aggressive advertising and promotion, we are now carrying 10,000 passengers a week to and from Louisville—or five times the number we carried ten years ago. Our air transportation facilities have increased by 539%, and our traffic by 375% during that same period.

"To pace the dynamic surge of this great and growing industrial city, Eastern operates 44 daily schedules linking Louisville with every key center of industry and population in the eastern half of the United States. Our new non-stop service to New York further demonstrates our faith in Louisville's future growth and prosperity."

Last year Eastern helped boost its business in Louisville by using 57,300 lines of advertising in The Courier-Journal and Louisville Times . . . newspapers which invariably rank at or near the top in every quality survey of American newspapers.



Sell LOUISVILLE for all its worth!

A Major American Market Where One Daily Newspaper Combination Reaches 99% of the People

**The Courier-Journal
THE LOUISVILLE TIMES**

392,500 DAILY COMBINATION • 313,633 SUNDAY

Represented Nationally by The Branham Company

Eastern Flew 433,059 Passengers In and Out of Louisville Last Year, Representing a 19% Increase over 1954. Air Freight and Air Express Gained 63% and 60% Respectively over the Previous Year.

"Make Mine Money!"

Do you agree with dynamic Jack Durland that money is the No. 1 motivator for salesmen—today and any day? You may disagree violently, but can you quarrel with the results he obtains for Cain's and the men get for themselves?

An interview by Robert T. Herz with
JACK DURLAND • President, Cain's Coffee Co.



It would be hard to find a product more staple than coffee. Nearly every man and woman knows what it is, what it costs, where to get it quickly, and each has his own idea about the kind he likes.

An advertising copy writer might rhapsodize over some particular brand that has been grown "high on the mountaintops," or "low in the deep valleys," or where it's "been kissed by gentle ocean breezes." But generally speaking, good coffee is good coffee, and trade and consumers recognize it as such. New sales points or presentations for any particular brand of coffee usually sound far-fetched. They just about have to be.

Now, how are you going to train and prime a salesman to do an outstanding job with such a staple? That was the problem faced by Jack Durland, an Oklahoma lawyer who found the aroma of coffee and spices more alluring than the atmosphere of the court room.

Durland tried every salesman's incentive plan he heard about. His experience included sales contests of long and short duration—with cash and merchandise prizes, elaborate sales meetings, appeals to salesmen's wives, picnics, exhortation, browbeating, stunts, special drives and what-have-you. But none of these works as well, says Durland, the researcher, as B-I-G D-O-U-G-H.

"In much of the material you read today on the themes of motivation and compensation," he says "you find that actual pay rates low on the incentive list. Ahead of it are such considerations as vanity, pleasure in one's work, recognition. But so far as we are concerned, nothing talks so loud and convincingly to our salesmen as M-O-N-E-Y.

William M. Cain, chairman of the board, founded the Oklahoma City organization shortly after World War I. For some time it was a one-man operation. He sold only the ho-

tel and restaurant trade, making frequent deliveries. Thus he established a reputation for always-fresh coffee. Later he reasoned that if he imported only the finest coffee, did his own roasting, dated each pound to assure freshness, and then delivered frequently to the stores, he also could command the coffee loyalties of the housewife.

That formula has worked. In some 50 sales territories of Oklahoma, Arkansas, Missouri and Kansas, housewives know that "the brand of Cain" may vary in price—but not in quality or freshness.

Durland reports that the average yearly income of his top 40 men in the sales organization were bracketed as follows:

First 10	\$20,328.66
Second 10	10,876.00
Third 10	9,257.66
Fourth 10	7,980.43

Those figures represent *net* income for the men. In addition to the incomes shown, the salesman is paid a traveling and living allowance. That is not deducted from his commission and he is not required to make any detailed accounting of it. That allowance is adequate to cover his food and lodging when he is away from home.

Moreover, since the salesmen are employees and not independent contractors, all expenses are paid by the company. It owns the trucks and pays all operating and maintenance costs.

Salesmen are also included in the company's pension plan. Each year Cain's takes 10% of net profits before taxes and puts it into a Pension Trust Fund. After an employee has been with Cain's for five years, a regular deposit is made annually to his account so that on retirement he will have a definite monthly income.

What has this liberal compensation plan accomplished for the company? Would it be just as practical for other companies?

Durland does not try to answer the latter question. He recognizes that there are no two identical sales situations. What works splendidly for one operator may fall flat for another. All Durland offers is the results that have been achieved for Cain's.

"In a short time," he says, "we have grown from a small roaster to a large regional roaster. In the principal area where we do business we are No. 1 in the sale of regular coffee and No. 1 in the sale of instant coffee. I was told by the sales director of a leading national brand that ours is the only territory in the country that forces him to take second place in either category. We are No. 1 in the sale of spice and No. 2 in tea."

Cain's advertising budget is infinitesimally smaller, even on a per capita basis, than that of its national competition. Yet Cain's outsells them all. Durland attributes this dominance primarily to the pay scale for his salesmen, since it "is high enough to (1) attract far better men than our competition and (2) keep them working harder."

The Research Institute of America, he adds, has just conducted an "attitude audit" among 10,000 salesmen. According to Blaine S. Britton, head of RIA's Merchandising Division, the survey revealed these five points:

1. The salesman wants to know that he is being paid fairly.
2. He wants to know that the sales group as a whole is paid as fairly as other major divisions of the company.
3. He must be satisfied with the manner in which he is paid (salary, drawing, commission, expenses, etc.).
4. He must be sure that the company pays as well as other companies for a comparable selling job.
5. He wants to be sure that the pay setup between different salesmen within the company is fair.

Durland has named three essential requirements for a good salesman's compensation plan—and which he feels are *universally* applicable:

1. *Keep the plan simple.* Any time a salesman thinks that his deal with the house involves too many complexities, or that there are provisions which keep him from getting every last cent which is coming to him, he begins losing his confidence rapidly. Then his value to you starts to disappear. A perfect test on this point is to check whether the plan is simple enough for every salesman to follow his own records from week to week



WHITE COLLAR ROUTE SALESMAN . . . He's George Patrick whose net earnings this year for Cain's Coffee will hit \$15,000! Like all Cain route salesmen, George wears a business suit. Cain's top 10 salesmen averaged \$20,328.66 last year.

or month to month, so he knows at any time where he stands. If he does *not* know that, he feels anxious and insecure, even if the actual pay is generous. His *wife* must also be able to understand it.

Says Durland: "I have seen compensation plans so complicated that even the sales manager did not understand them himself. To my mind, simplicity is a *must* of any good compensation plan."

For example, Cain's Dated, Instant and Vacuum-Packed Coffees each carry a commission rate which is a fixed number of cents per pound. There are no bonuses, no special sliding scale, no variations when the price of coffee fluctuates. During the summer of 1953 Cain's Dated Coffee was selling on the grocer's shelves for \$1.19. This year it's been down to 91 cents. Yet the salesman could calculate his actual earnings in any of these periods as long as he knew the tonnage he had moved.

On spices and tea, the salesman is paid a percentage of his dollars-and-cents sales. There is not as much fluctuation in the price of tea as in coffee. Also, there are so many different items represented in the spice lines that it would be impractical to have a fixed number of cents commission on each one.

2. *Keep the reward near.* Hold the fruits of the salesmen's efforts *close and believable*. Fasten them on a distant star, and be that star ever so bright, the response will be weak. Men, of course, vary in their de-



CHECKER-UPPER . . . when Cain's President Jack Durland takes the missus shopping for victuals he always checks to see that his company's product is well displayed and fresh. If the dates on the packages aren't current, out they go! Durland's activities in the company date back to 1950. Prior to joining Cain's he worked his way through the University of Oklahoma, studied law, then spent four years in the FBI, another four in private law practice. A year after his appointment as assistant to the president of Cain's, Durland was named executive vice-president, and president the following year. He has since been elected to the Young Presidents' Organization, the board of directors of the National Coffee Association and the Oklahoma City Sales Executives Club.

mands. Some men cannot see beyond next week's earnings. Some will work for a goal a year away. A few will respond to goals as far distant as three to five years. But most men do their best when they can practically feel the money in their hands. So keep the reward within (1) *reaching distance* and (2) *credibility*.

3. *Make it liberal.* The one greatest fault of many compensation plans is that they just are not big enough. Moreover, it is not practical to augment, by finely contrived variations, a basically inadequate plan of compensation.

Cain's has not felt it necessary to use any of the approved psychological testing methods in qualifying applicants for sales jobs.

Word gets around of the kind of earnings the present salesmen draw down, and promising candidates for selling jobs constantly make application. Before an applicant is hired, his record is carefully scrutinized for *integrity* and *actual accomplishment*. The check begins with his first employer after high school and all intervening jobs must be accounted for.

It is impractical to set up an elaborate course to train one or two sales-

men at a time. "Especially," Durland says, "when we believe that 90% of any man's development takes place on the job and only 10% can be attributed to preliminary sales training."

"We feel the biggest factor in the development of the salesman is the climate we maintain in our company. We believe that any employee must know what his job is and be given the freedom to do it. If we supply the initiative in the form of compensation, and we have picked the right man, we don't worry *how* he gets to know what he needs to know."

The new salesman is put in a position to draw on the experience of seasoned salesmen. He works with as many as 20 and over a period of as long as six months before he is assigned his own territory.

"Many business writers," says Durland, "are inclined to soft-pedal the subject of money." He thinks that's all wrong—no matter how you look at it. Contrary to what most persons believe, the Bible does not say that "money is the root of all evil." It does say "*the love of money is the root of all evil*," and that, of course, refers only to the exaltation of money as an object in itself. The desire for higher living standards—and for high wages as the proof of proficiency or achievement—provides the strongest motivating forces you can enlist to stimulate your sales staff. **The End**

"DO-IT-YOURSELF" PRODUCTION PLAN

THE ABILITY of a small firm to make its own motion picture is no longer a matter of question. The Skagit Steel and Iron Works*, for example, did an excellent job. The success of their "do-it-yourself" film is a matter of sales record.

While not a substitute for more costly, packaged commercial productions, the company-made film is a *practical* method whereby organizations with *limited means* can obtain effective and needed films for sales work, training, public relations and other important purposes. Many of Telefilm's clients the nation over are solving their film needs this low-cost way. You can do the same.

FREE BOOKLET

Let us show you how your requirements can be filled.
Send for our free booklet on low-cost production.
No obligation, no high-pressure follow up.

*A customer of Telefilm's technical service.

TELEFILM

INCORPORATED

6039 HOLLYWOOD BLVD., HOLLYWOOD 28, CALIF.
A Leading 16mm Motion Picture Technical Service Since 1938

LOWERS COST OF BUSINESS FILMS

Quotable Quotes

William Brandt, vice-president for sales of the Hickok Manufacturing Co.:

"Customers have been changed more in the past five years than in the 25 before them. Distribution has changed more in the last ten years than in the 100 before them. A store can do 70 per cent of a week's business in 12 hours—Saturday and evenings. In place of 'If you don't see it, ask for it,' if today's shopper doesn't see it she assumes you don't have it."

Jack Welsch, vice-president, Exquisite Form Brassiere Co.:

"Packaging is an extra cost which must be borne by the manufacturer. He undertakes this extra expense only because he expects an extra profit. It takes an awful, awful lot of extra volume to make an awful, awful little extra profit."

You can develop sales sense in almost any salesman

A million-dollar investment in research, and the experience of over 2,500 Research Institute member companies, proves that the Institute method develops a keener sales sense that leads inevitably to better sales performance.

Every sales executive knows that you can give a man thorough training on your product—you can drill him on the techniques of approach and close—but you still won't make a salesman out of a man until you help him develop sound sales sense. To do that you have to develop the whole man... and that is the distinguishing characteristic of the Research Institute method.

This new approach to sales development is different from anything you have ever seen. It is not just a sales training program. It is not a plan designed to replace anything you are doing now. It does not infringe upon the parts of your sales operation that can be performed only by a good sales manager. It is simply a way to squeeze more profit out of everything that works for you now.

The Research Institute, an AAA-1 independent research organization, provides a practical, tried-and-proved plan that amplifies the effectiveness of everything your company is doing to step up sales.

Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

Salesmen like the plan and USE it

This is much more than a sales training program. It develops the salesman—develops the "whole man"—gives him self-confidence, builds high enthusiasm and the ability to think creatively. It engenders

a feeling of importance to society; develops the right attitude toward company, job and customer.

Naturally, it won't make every man a star. Nothing is that good. But, superimposed upon your own training with respect to your product, the Institute plan employs the power of the "third party" influence to develop the desirable traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

It's easy to find out whether, in your judgment, this plan can be of help to you

Half an hour with our representative should do it. Regardless of any decision you make you will get enough good sales ideas to repay you many times over for the time you take to see how other sales executives use our plan to make more of their men top producers.

We urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.

A few of the 2,500 companies now profiting by sales membership in Research Institute:

Consolidated Freightways ■ Gould-National Batteries, Inc. ■ Maxwell House Div.—General Foods ■ Minnesota Mining & Manufacturing Co. ■ Morse Twist Drill & Machine Co. ■ Pillsbury Mills, Inc. ■ Royal-McBee Corporation ■ Schering Corp. ■ Square D Co. ■ Standard Oil Co. (Ohio) ■ Texas Power & Light Co. ■ Twin Disc Clutch Co. ■ Valvoline Oil Co. ■ Western Air Lines, Inc. ■ Western Printing & Lithographing ■ Yardley of London, Inc.

Planning For Profit

Free SALESGUIDE: The Research Institute SALESGUIDE "Don't Drift—Decide" tackles the salesman's number one job problem—*planning*. It uses a fresh approach... brings home to a salesman the true value of his time... simplifies what is often made a confusing and discouraging problem... avoids the taint of "just another company attempt to make me do more work"... is helping thousands of R.I.A. member salesmen plan their way to easier, better selling. A copy is yours for the asking.



Research Institute of America



SELLING AND MERCHANDISING DIVISION
589 Fifth Ave., New York 17, N. Y. • PLaza 5-8900

Research Institute of America
Selling and Merchandising Division, Department 18
589 Fifth Ave., N.Y. 17, N.Y. • PLaza 5-8900

- ☐ Please send me the free SALESGUIDE "Don't Drift—Decide."
☐ I'd like to hear more about how other companies, with sales forces about the size of ours, use your new approach to improve their own sales programs. (We have [] salesmen.)

Name _____
Title _____
Company _____
Street Address _____
City _____ Zone _____ State _____



PARTNERS Alfred Leon and Anthony Valentine of the Fillmore Camera Shop, San Francisco, did a gross business of \$425 on the Graflex line in 1955. Since announcement of the new time-payment plan in February, Leon and Valentine have written time-payment contracts for Graflex equipment totaling \$3,153.50. "Our success is no secret," says Valentine. "Nearly everyone wants a better camera, more equipment. With 20 months to pay, it's very easy for the customer."

How Dealers Get Spot Cash on Your "Buy Now—Pay Later" Sales Plan

Bausch & Lomb and A. G. Spalding are the latest firms to offer a payment plan which differs vastly from the "Easy Credit Terms Arranged" retail sales crutch. Here is what the new plan is, how it is operated in today's market.

BY WILL BARBEAU

Within the current credit selling boom, a new type of credit plan is making rapid headway—"no recourse—no reserve" easy payment plan. With it, dealers or agents can sell products or services on easy payment terms with the safety and quick return of a cash sale. In operation, it turns credit into a powerful sales weapon.

The latest of such plans was announced July 19 in Rochester, N. Y., when Bausch & Lomb Optical Co. told its sales force that all of its rifle sight, telescope and binocular dealers would be offered these credit facilities. The plan should suit Bausch & Lomb dealers well because many of them already are selling Winchester firearms, Graflex cameras and Spalding products under a similar setup. Bausch & Lomb is confident that its new line of variable power rifle sights (\$65-\$160), binoculars (\$200), and telescopes (\$115) will be easier to sell, and buy, with the new plan.

American Airlines' colorful "Go Now—Pay Later" travel plan is also one of the no-recourse credit plans. And, last February, the photo industry saw the first such plan when Graflex, Inc. (Speed Graphic, Graphic 35, Stereo Graphic), announced that it too was offering its dealers the plan.

Most sales managers are quick to appreciate what credit, with the safety of cash, can do for dealer sales. Yet, many do not fully understand the system, or perhaps have not heard about it.

In the midst of the instalment boom, many sales managers have thought, "My retail dealers have had credit plans for years. Why aren't we getting a bigger share of this business?"

The fact is, there is a night-and-day difference between the credit plan of the travel agent trumpeting the "Go Now—Pay Later" theme, and the store next door which displays a

little sign on a counter, "Easy Payments Arranged."

Each has a credit plan, but one is using it as a powerful sales tool, while the other is using credit as a last-ditch means of saving a sale.

Much of the publicity given to the credit boom has overlooked this basic difference in the over-all credit picture. Sales executives who have not understood how many different activities come under the common heading of credit have not enjoyed its full benefits.

"Credit" can no longer be delegated to a credit manager and forgotten.

Most members of the nation's retail selling force will tell you that they have had credit plans for years. What is new and different about it?

Simply this: It enables the dealer to sell a product on credit with the same assurance, safety, and quick return that he has when selling for cash. The implications of this simple fact should lead to a complete change-over in a retailer's sales promotion approach.

Instead of mentioning at the tail end of a sales talk that "easy payments are available" (if he happens to trust the customer), the retailer can now pitch the 20 easy payments and low down-payment price at the very beginning of his sales talk: "You can have that camera in a few minutes for \$8.50."

AVIATION MARKET AIDS:



Write for this free booklet

... IT ANALYZES INFORMATION NEEDS OF AVIATION'S TECHNICAL MANAGEMENT

Specialized job functions in aviation have specialized information needs. Executives in sales and finance need to know about market trends, contracts, industry expansion, etc. In engineering, the need is for technical information about new materials, product applications, design, etc. Both groups get their specialized business

Also available:

The Aviation Market ... to help you evaluate aviation business magazine coverage of manufacturing, air transport and military aviation markets. Tells you how many readers - by number and job function - in various segments of the market are reached by these magazines ... with graphs and audited circulation figures. Here's basic information every aviation marketer should have. Free.

Starch-Rated Aviation Advertisements ... to help you improve the effectiveness of your aviation advertising. This valuable book breaks down Starch readership studies of AVIATION AGE ... some 800 ads ... into 17 product or service groups. Each section reproduces high-scoring advertisements with ratings and number of inquiries. Supplied at cost ... \$2.00 per copy. (One copy free to AVIATION AGE advertisers.)

Market Intelligence Newsletter ... to help you keep abreast of aviation marketing developments. Issued twice monthly, it is available free to aviation sales and marketing executives. Ask to have your name added to special mailing list.

information from specialized aviation magazines...and from the advertisements in them.

This 16-page folder discusses the differences between business management and technical management in aviation ... and analyzes the information needs of both groups. Mail the coupon for your free copy.



ATTACH COUPON TO YOUR COMPANY LETTERHEAD

AVIATION AGE, a Conover-Mast publication
205 East 42nd Street, N. Y. 17, N. Y.

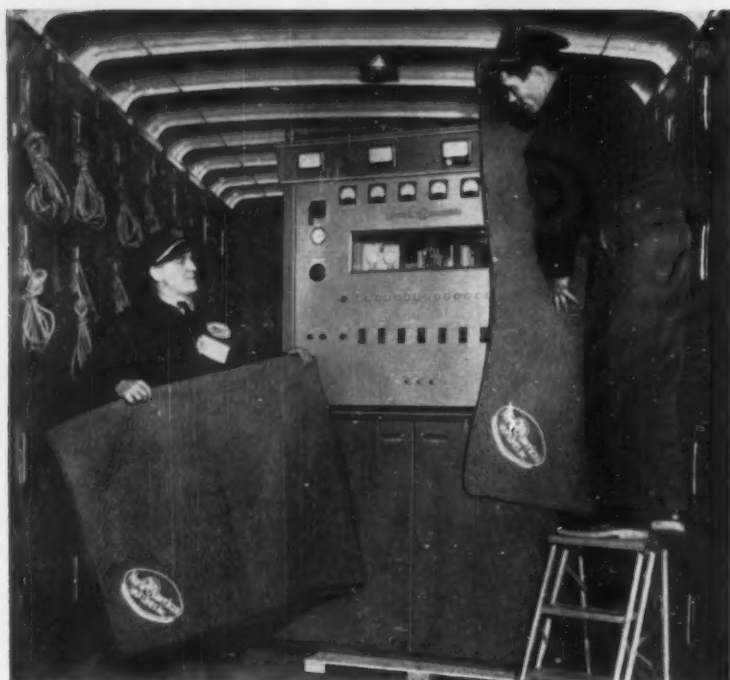
- ☐ Please send free copy of **TECHNICALLY SPEAKING**
- ☐ Please send free copy of **THE AVIATION MARKET**
- ☐ Please send **STARCH-RATED AVIATION ADVERTISEMENTS**. I enclose \$2.00
- ☐ Please add my name to your mailing list for **MARKET INTELLIGENCE**

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____



High-Value Products gentled just like **NORTH AMERICAN** "Wife-Approved" Moves!

Delicate laboratory equipment, electronic devices, business machines and other precision products are now being shipped safely and economically by North American padded van!

They get the same safe, professional coddling we give a family's household treasures in our famous "Wife-Approved" moving service. You need no crates; no disassembling for shipment and reassembling on site. Think of the savings!

NAVL "FOLLOW-THRU" SERVICE

Our specialized department can "follow-thru" on any shipment anywhere, since we have over 1100 agents in U. S. and Canada, more by far than any other van line. Call your local NAVL agent for details or send for name of nearest agent.



NORTH AMERICAN VAN LINES, INC.

World Headquarters: Fort Wayne 1, Indiana
North American Van Lines Canada, Ltd. • Toronto

INDUSTRIAL MOVING SERVICES: Quick, safe handling of Company-Paid Personnel Moves; Exhibit Displays; High-Value Products; New Furniture; Office Equipment. See your NAVL Agent.

WORLD-WIDE MOVING: LAND, SEA, AIR

The same switch is needed in advertising, point-of-purchase displays and window spreads. Companies that are launching these news plans provide the retailer with all of the necessary promotional materials to get him started on the right track.

Even so, many dealers are slow to catch on. Believing for many years that credit is just barely respectable, or that "you shouldn't buy what you can't pay for", they are not equipped to make a rapid change.

Yet, there is nothing really new or miraculous about the new plan. Many companies have been built on the same principles. Sears, Roebuck & Co. sells to one-sixth of the nation on credit; Dowling's of Fifth Avenue, New York City, has increased its gross 10 times in the past few years, selling photographic products on credit. Similar instances could be cited in great numbers.

Credit a Sales Tool

They all operate on two simple facts:

1. The majority of people are honest and will pay their obligations promptly. It is generally conceded that losses from bad debts in credit activity seldom exceed 1%.

2. Firms can use credit as a sales tool which will increase sales because of the low-risk of the situation.

Products now sold on the no-recourse plan include: vacation travel, cameras, guns, rifle sights, sewing machines, sporting goods, electronic do-it-yourself kits and similar products. The trend indicated here is that the plans are most useful to those companies selling items averaging in the \$25 to \$100 and up bracket, through national dealer organizations. It is in this struggle for the consumer's discretionary dollar that competition is hardest. Dealers who need it most are stores that are too small to carry their own paper.

The one thing that Pan American and American Airlines, Graflex, Bausch & Lomb, A. G. Spalding, Necchi-Elna, Winchester and Heath have in common is the Beneficial Finance System, with more than 1,000 local offices across the nation, Canada and Hawaii.

After basic understandings have been made between the credit system and the manufacturer, the local Beneficial credit offices and the local dealers or agents enter into an agreement to handle the credit transactions.

Companies that have launched these plans conduct national advertising campaigns in dealer and consumer magazines, built around the credit buying theme. They also sup-

SALES MANAGEMENT

ply their dealers with window streamers, counter cards and other point-of-purchase devices to further pound home the point to the consumer.

Thus equipped, a dealer selling Graflex products, for example, is more prone to push the sale of a Graphic 35 (\$99.50) for \$9.95 down than he is a competitive camera. It is a cash sale as far as he is concerned.

When the customer has made his product selection:

1. The customer fills out a short credit form.

2. If the customer is in a hurry, the dealer can call the local Beneficial office to check it out by telephone, or the customer can return later.

3. The customer picks up the merchandise, leaving a 10% down payment, and signs a delivery receipt when he receives his merchandise.

4. The dealer turns the delivery receipt over to the local Beneficial office, and is paid in full (no hold-backs or reserves) for the balance of the sale.

5. Beneficial sends the customer a coupon book and assumes the collection burden.

Companies interested in this new way of selling can profit from the experiences of H. A. Schumacher, sales vice-president of Graflex, Inc.

Schumacher has been an indefatigable promoter of credit selling throughout his sales career. One of his first moves after becoming sales vice-president of his company in 1937 (at the age of 28) was to set up a dealer credit plan with one of the credit companies then operating nationally. Even though this plan had "recourse" to the dealer, his company registered a 15% sales increase in the midst of a general 21% economic decline—1937-1938.

Credit Plan Chronology

Since then, Schumacher has outlined this record of events in his company's search for a better credit plan:

1938-1942: Moderate success with sponsored credit plan that had recourse on dealer.

1942-1946: Products off retail market during war, credit plan inactivated.

1946-1948: Products in scarce supply, no need to promote credit selling.

1948-1950: Sought to reactivate original plan. Credit company previously used could not offer same facilities. Sought vainly to bring regional credit companies under some standard plan that would offer dealers nationwide facilities. Failing that, an effort was made to group a num-

ber of large banks into a national coverage blanket. No success.

1950-1952: The Korean War placed products in scarce supply.

1952-1953: Began negotiations with Beneficial.

1954-1955: Announced to dealers first credit plan with Beneficial, still with recourse on dealer. Continued negotiations for better system.

1956: Announces photo industry's first no-recourse credit plan for Graflex dealers.

Before he would commit his company to the policy of sharing in the plan, Schumacher indicates that he:

1. Checked records of key banks doing no-security business. Found that losses were less than 1%. Banks themselves thought credit policies too conservative.

2. Visited large credit selling houses in New York City specializing in photographic products. Found losses less than 1%.

3. Analyzed write-offs of several finance companies. Found losses less than 1%.

4. Found ample evidence that credit underwriting could be used as a sales expense just as co-op advertising is used, providing dealers with what is, in effect, unlimited working capital.

Schumacher believes that the biggest problems in getting the plan into action are in changing dealer attitudes:

1. Dealers believe they have adequate facilities for credit selling when they have local arrangements.

2. Dealers have to be convinced that credit selling is good for the customer.

3. Dealers have to be taught the new sales pitches in which they use the low down-payment price and easy payment concepts as major inducements to buy.

4. Dealers have to be shown that the credit sale is not complicated.

The Winchester time-payment plan was announced to dealers in May 1955. More than 40,000 dealers in the U. S. and Canada have signed up.

Winchester - Western Division, Olin Mathieson Chemical Corp.: According to Sales Manager John T. Boone, the plan has benefited retailers by (1) increased unit sales of the more expensive firearms, (2) enabling them to maintain list and fair trade prices in the face of price-cutting and competition from discount houses, (3) increased ammunition sales. Another important benefit: Payments to distributors from retailers are made in less time because the retailer collects the full price for the firearm as soon as the time-payment sale is made.

The End

We Have A Discovery, Too, Admiral Byrd!

by
John Pepper
and
Bert Ferguson



Our discovery is right here in America... a quarter of a billion dollar market in the SOUTH! Never reached—never sold until WDIA came upon this rich market of 1,237,686 Negroes—nearly 1/10 of the Negro population in the entire United States! If you have a profit motive in mind, take a mental expedition to WDIA!

SOCIO-ECONOMIC REVOLUTION

In the industrial revolution of the South, Memphis has become a major center of development—and Negroes have become a vital factor in the prosperity of the community. As Negro economy has expanded, social consciousness has increased. With earning power the highest, per capita, of any Negroes in the United States, these citizens have a new incentive to elevate their standard of living—buy more and better goods.

REACTION PATTERN

WDIA customizes programming to meet changing socio-economic needs, providing all Negro Stars to establish rapport with listeners, through traditional entertainment and commercials. At the same time, WDIA displays acute awareness of the new status, creating reaction patterns of new dignity and desire for superior standards.

NEGRO SPENDING

Consequently, Negroes in Memphis and surrounding trade area spend 80% of their income on consumer products. Among WDIA's clientele are:

Carnation Milk . . . Arrid . . .
Esso . . . Kroger Stores . . . Ex-
Lax . . . and Wrigley.

Market possibilities are fantastic. Inquire about them, on your own personal letterhead, immediately—and ask for your bound copy of, "The Story of WDIA!"

WDIA is represented nationally by John E. Pearson Company.

John Pepper
JOHN PEPPER, President

Bert Ferguson
BERT FERGUSON, General Manager

Harold Walker
HAROLD WALKER, Commercial Manager

WORTH WRITING FOR...

**Booklets, surveys, market analyses, promotional pieces
and other sales literature useful to marketing executives.**

Municipal Board Officials and Municipal Buying Plans:

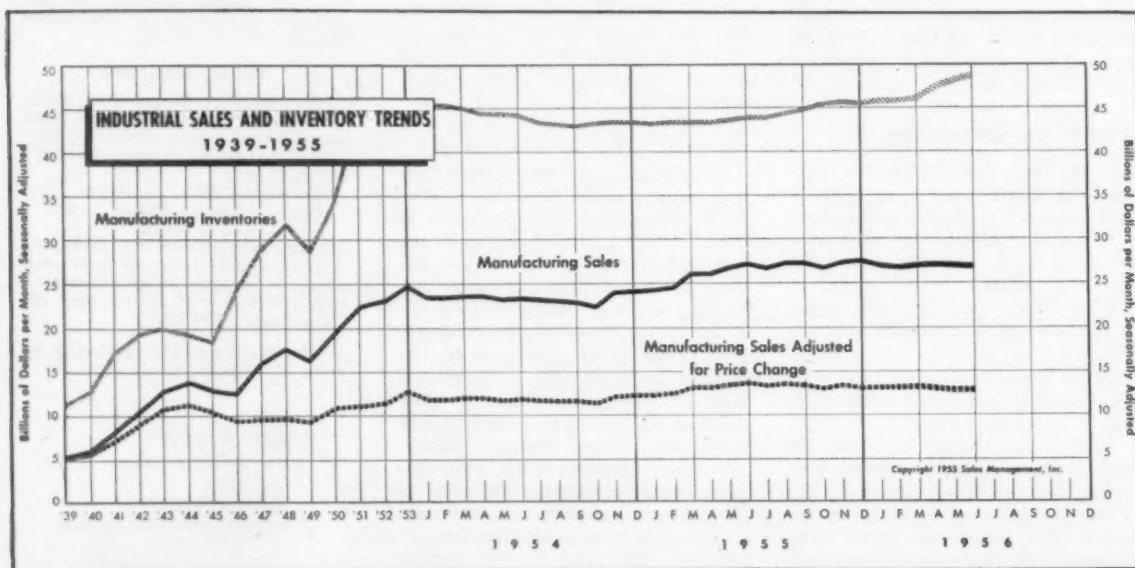
A study conducted by *Nation's Business* in towns over 2,500 and up to 25,000 population, which account for 17.58% of the population of the U.S. The majority of the municipal board members are businessmen; 55% are in industry, retail, wholesale and finance. Nearly half of them participate in the buying of goods and services for their communities. Forty-five percent of them draw upon their business experience when acting in official capacity as municipal board members. More than half of the replies come from municipalities with assessed valuation of property in amount of \$10 million or over. Sixty percent of the communities have an operation budget less debt service of \$250,000 or over. Eight out of 10 heads of municipal boards indicate that their communities own or operate public utilities. Sixty percent of the utilities owned and operated have an operating budget of \$100,000 or over. For the full report, write H. C. Sturm, Director of Advertising, *Nation's Business*, 711 Third Ave., New York 17, N. Y.

Match Book Facts: Published by Match Industry Information Bureau, they include the number of match books used by Americans every year; how they are used as an advertising medium; who reads match books and why; advertising techniques used; messages and attention-getting devices found on match covers; how to buy match book advertising. There is also a list of match book manufacturers. Write to Leon S. Theil, Match Industry Information Bureau, 500 Fifth Ave., New York 36, N. Y.

A Survey of the Swifton Shopping Center, covering 41 acres and containing approximately 50 stores, with a paved parking area sufficient for 3,000 cars, located at the hub of Hamilton County's (Ohio) geographical and population center. The interviewing was supervised by the Market Research Department of W. G. Seinsheimer and Associates and the findings published by *The Cincinnati Enquirer*. Within 10 minutes driving time from the Center are close to 70,000 families comprising 250,000 people. Marketing authori-

ties have estimated the gross annual sales potential of the Center to be \$40 million. Purpose of the survey is to determine some of the attitudes and characteristics of people living within a three-mile radius of the Center, as to: (1) downtown stores shopped—preference as to major department stores, other stores where purchases are sometimes made; (2) downtown charge accounts; (3) suburban shopping, like and dislike about suburban shopping; (4) mid-prices paid for selected items; (5) newspaper readership in the home. For the full report, write to Eugene N. Halmi, Research Manager, *The Cincinnati Enquirer*, 617 Vine St., Cincinnati, O.

The Cigarette Market: A report from *Redbook*, the Magazine for Young Adults, which summarizes the most recent published data on the growth of the market; recent developments on the health issue; growth of the market for king-size and filter-tip cigarettes; brand standings and company positions, 1951 through 1955; brand preference and loyalty by age breakdown; effects of new packaging on sales; advertising and promotion; consumer reaction to advertising; family use; use by men and by women. Write to Austen Ettinger, Promotion Manager, *Redbook*, 230 Park Ave., New York 17, N. Y.



MANUFACTURING SALES eased slightly in June from the high May levels, reflecting the net effect of the steel

and auto slowdown. Manufacturing inventories continued to mount and stand close to \$49 billion, an all-time high.



Here's Toledo

headquarters for honest weight...

Whether you've lived in America, Canada or most any country overseas, chances are you've depended on Toledo, headquarters for scales. And in addition to the world-famous scale manufacturing, Toledo is listed among the leaders in 11 of the 19 industrial classifications!

Along with Toledo, WSPD-TV gives you maximum, 316,000 watt power for complete saturation of our 23 county, billion dollar market.

The Toledo area is sold on WSPD-TV—first in Northwestern Ohio.

WSPD



**RADIO
TELEVISION
TOLEDO, OHIO**

Storer Broadcasting Company

100 PARKER, NAT. SALES DIR., 118 E. 57th STREET, NEW YORK

Represented Nationally
by KATZ

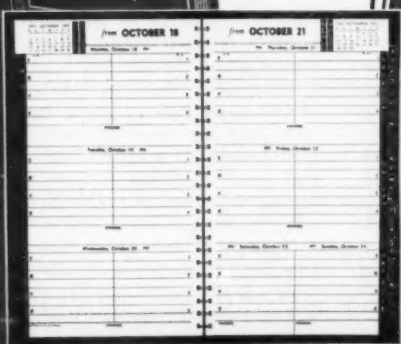


*They'll read Your Selling Messages
on the dates you wish!*

National Business Gift Surveys, conducted during the past several years, clearly prove that business people prefer the Nascon "WEEK-AT-A-GLANCE" and "WEEK-AT-A-GLANCE Jr." books.

These distinctive books, which provide for a full week of appointments and memoranda at a glance, plus an alphabetical telephone index, are assured of constant use, and offer an exceptional opportunity to keep your name or trade mark before customers every day. Insert pages, containing strong selling messages, can also be bound into the fillers of these books exactly where you desire.

*Without obligation, send today for full details and a free copy of the folder, entitled,
"HOW YOU CAN PROMOTE SALES"*



Distinctive Business Gifts



NASCON PRODUCTS—SPECIALTY DIVISION

Division Eaton Paper Corporation

475 FIFTH AVENUE

NEW YORK 17, N. Y.

This Midway is full of fun... and Western steel

4 of the nation's 7 wonders are here in the West

Steel brings low-cost swimming to Western backyards

Steel for every purpose from a single source... United States Steel

SALESMEN ASKED that Columbia-Geneva use newspaper space advertising to supplement the complete advertising programs carried in business magazines. The newspaper ads (left) talk about uses of steel familiar to the general

United States Steel Products

public, but the copy is also aimed at the industrial steel user who, it is presumed, is also a newspaper reader. Business journal advertising (right) plays up the wide range of steel products available from Columbia-Geneva.

At Columbia-Geneva Steel, Line Salesmen Help Shape the Advertising Plans

In a few weeks the advertising manager of the West's largest steel producer will again sit down with district salesmen to map a year's advertising. Last year the men called for more immediacy, greater flexibility, new media.

**BY ROBERT G. HILL • Manager of Advertising
Columbia-Geneva Steel Division, United States Steel Corp.**

In the planning stages of industrial as well as consumer advertising, individual salesmen and sales districts are invaluable sources of ideas, grass-roots information, and guidance on trade attitudes. Speaking for the Advertising Department of Columbia-Geneva Steel Division of United States Steel, I make this statement with emphasis and also with gratitude because both top sales management and salesmen in our organization during the past several years have helped greatly to remake our advertising approach.

Close working together between "line" and "staff" personnel has resulted, for 1956, in one of the most realistic advertising campaigns we

have ever planned. Sales "ordered" it. During the month of February I, as manager of this division's advertising, together with the account executive of our agency, Batten, Barton, Durstine & Osborn, Inc., took the program to the men in the five district offices which serve our far-western territory. We told them, "Here is your new suit of advertising. It follows the design you gave us when we met with you last year. Look it over and see if it fits." (See story page 111.)

When I refer to myself as "advertising tailor for sales," as I sometimes do in meetings with our sales personnel, I am not being facetious. We in the Advertising Department think

of our job as outfitting salesmen with advertising. Advertising in today's competitive market may well be compared to a salesman's wearing apparel. If that sounds strange, look over the records of a few marketing efforts. Haven't you seen salesmen as embarrassed without sound and appropriate advertising support as they would be without trousers? If the advertising "tailor shop" fails in its job, our salesmen are not properly equipped for their task. At best, they may look shabby. Or if the job is done—as all too often has happened—without preconsultation with sales—we get a poor "fit" or no fit at all.

We believe that this 1956 campaign in the seven western states we serve "fits" and one reason is that the salesmen helped to design it. In a very real sense they had a share in preparing the campaign. Let us look at what this means in practice.

Twice each year our account executive and I visit the division's district sales offices: in the fall for planning and in February for the "trying on." August is the usual month for the planning get-together between advertising and sales. During this prebudgeting period we sit down with groups of salesmen and their sales

managers in the various districts by turn. First thing we do is to go over our current advertising, analyzing it from every point of view.

So that the salespeople may be fully prepared well ahead of the meeting, each man has received advance notice from the advertising office in San Francisco. Aim of this is to start each one thinking along the

lines of the projected discussion. After listing the series of programs run during the current year, the communication proposes thought-starter questions. For example: Should we have more or fewer programs next year? Should any of these listed be dropped? If any should be added, what do you suggest? Are we advertising too heavily—not heavily enough—in any

particular program? Should more be done in a given field?

We also ask the men to reflect on whether they think the division's advertising is weak in any geographical area, or in a particular industry. Do they feel that the direct sales efforts or promotional activities of any competitor are significantly more active or more productive than those of their

New Advertising Campaign by Columbia-Geneva Is Aimed Directly at General Public

When businessmen in major far-western cities turned to the pages of their newspapers one morning recently, they were stopped by the first insertions of some unusual advertising by Columbia-Geneva Steel Division of United States Steel Corp. They may have realized that the striking half-page copy was very different from the institutional approach they had been used to associating with the Pacific Coast arm of U. S. Steel. What they may not have guessed is the important part the selling team, down to individual salesmen in the district offices, played in bringing about the sharp departure in advertising policy this new series represents.

For this is straight commercial advertising, boldly placed in daily newspapers. It is aimed, true, at industrial users of steel and steel products, just as conventional advertising has been in the past. It is also aimed at the general public.

"We feel that every man, woman, and child is a customer for steel," observes Robert G. Hill, manager of advertising for Columbia-Geneva. "We are aiming at a universal appeal."

Many people in the seven western states served by this division of USS — including women and children — might name Columbia-Geneva without hesitation if asked to identify the West's largest steel producer. What the general public, and even businessmen and industrialists, may learn with surprise from the series is this: Columbia-Geneva has for sale the greatest variety of steel products of any steel company operating in the West.

This far-western division of United States Steel is unusual in that it sells the products of other USS divisions in addition to those manufactured in its own plants on the Coast. Salesmen were quick to spot the big preselling opportunity this fact provided for advertising.

"Identify and establish Columbia-Geneva as *the* single source in the Far West for *all* steel products," they said, in effect, in planning meetings held at district offices. And that is what this series, running in 17 newspapers in the leading cities of California, Washington, Oregon, Nevada, Arizona, Utah, and Idaho, is doing.

To steel buyers and users the copy points out the time-consuming paper work that may be saved by purchasing from one source of supply. In addition to economies effected in this way, the copy empha-

sizes another point with a strong appeal: One-source buying helps to assure more thorough, dependable service and attention to a customer's specific needs.

Another objective of the series is to pique the interest of the public in steel products and stimulate desire for things made of steel. Are you an architect turning the pages of your daily newspaper — or a housewife who has just engaged an architect to design a new house? How about a steel swimming pool? This isn't the only idea that an architect—or a homemaker—may pick up from reading the new series during 1956. Columbia-Geneva is highlighting, in this copy, the products of its customers, from bulldozers and Boeing 707 jet transports to gopher traps.

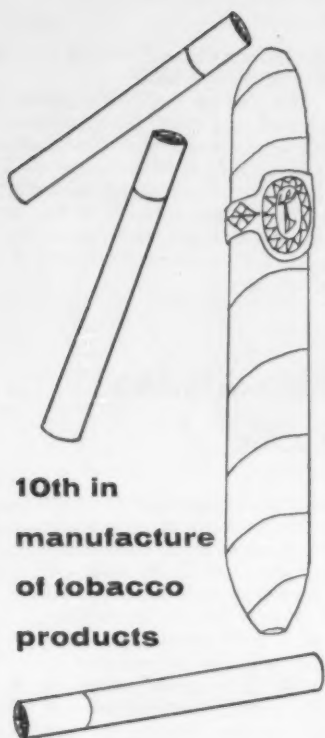
Another facet of this flexible program: from time to time the newspaper advertisements draw attention to the Theatre Guild television show, the United States Steel Hour. This is done when the commercial scheduled for a particular night is of importance to the far-western division. Says Advertising Manager Hill: "We talk about the show in such a way as to get our readers interested in turning it on, so that the commercial to be given that night benefits us."

There is still another innovation: In each city where the advertising appears, the address of the district office in that city is included, and that is the only address to appear on the copy. Previously, all branch office addresses were run in each advertisement.

This is not the first regular use of newspapers by Columbia-Geneva. In 1955 it became the first of the USS divisions to buy newspaper space on a steady basis, but the copy approach was still primarily institutional. During 1956 the company is using larger space, in more newspapers, in a larger number of cities, and consequently is spending about twice as much money this year in the morning dailies. "But we feel," says Hill, "that we are doing a much more effective job in this medium."

Division spokesmen have no hesitation in admitting that the larger amount of money allocated to advertising this year—roughly 20% more than in 1955—as well as the changed emphasis in copy and media, reflect the deepened conviction of sales management that advertising, properly directed, is industry's No. 1 preselling tool.

The End



**10th in
manufacture
of tobacco
products**

wgal-tv

LANCASTER, PENNA.

NBC and CBS

Among the television markets foremost in the manufacture of tobacco products, the Channel 8 Multi-City Market ranks tenth, based on production figures for America's top 100 counties (SALES MANAGEMENT "Survey of Buying Power"—May 10, 1956).

Channel 8 Multi-City Market

Harrisburg	Reading
York	Lebanon
Hanover	Pottsville
Gettysburg	Hazleton
Chambersburg	Shamokin
Waynesboro	Mount Carmel
Frederick	Bloomsburg
Westminster	Lewisburg
Carlisle	Lewistown
Sunbury	Lock Haven
Martinsburg	Hagerstown

316,000 WATTS

STEINMAN STATION
CLAIR McCOLLOUGH, Pres.

Representative

the **MEEKER** company, inc.

New York
Chicago

Los Angeles
San Francisco

organization? Another frank question is, "Do any of our advertising programs embarrass you with customers?"

The salesmen are even asked to discuss the division's advertising with their customers, both to clarify their own feelings and to provide fresh views. Discussions that ensue during the meetings are both lively and outspoken.

The second of the two annual meetings takes place in February when the new year's advertising is due to begin. At that time, our task is to explain the program and its objectives; how it follows the needs analyzed during the autumn meetings; suggestions are advanced as to how the salesmen may make the best use of the advertising. We try to answer all their questions and to make sure that we are all saying the same thing to our customers.

Meetings between advertising and sales personnel are nothing new, but unless there is some deep digging, the real gold may not be discovered. Although less frequently met today, it is no secret that in many companies salesmen do not know what advertising can do for them, and advertising makes no particular effort to explain. Each tries to do a job more or less independently. In the early days of our own meetings we encountered much that needed to be made clear before we could get to the constructive part.

A salesman might wonder out loud if it wouldn't be better to "put all that advertising money into hiring more salesmen." It was not uncommon to hear grumbling about advertising when products were in tight supply. Or to hear the question raised, "Why in heck are you fellows

blowing the trumpet about this whatcha when we can't go out and sell it yet?" Not so many years ago, to tell the truth, it was a rare industrial salesman who did not regard advertising as more or less a necessary evil. Many misunderstood its purpose. And — largely because advertising had spent too little time planning and working with salesmen as well as not showing them how programs might be used—few were making much use of it as a direct sales tool.

In setting out, first of all, to correct any possible negative attitude that might be encountered, we pointed out in our district meetings: (1) This advertising is supplementing your work and extending your effectiveness, and (2) it is doing it at fractional cost.

Taking No. 1, we would point out how, as salesmen, they would probably call only on the purchasing agent of one of our customers. However, other executives in the firm who might well be influential in purchasing could be reached by advertising when they would seldom be seen or solicited by a salesman. Extending the salesman's effectiveness even further, into the secondary market — the customer's customer, the end consumer — our ads reach the people who buy the steel products manufactured by our customers. And when our customer can sell more steel products, he buys more steel.

As for cost, we could point out, "This advertisement costs (let us say) one-half a cent to appear before a consumer or user you may never call on. It calls on and tells our story to more people than salesmen could possibly reach in person."

We explained that industrial advertising, like technical literature and



SALES MANAGEMENT

catalogs, is a sales tool and one the salesman can use on every call. ("How much talking time do you think this advertisement . . . or this reprint . . . might save you?") One of the first moves that brought a good response was when salesmen were given practical ideas for using specific advertisements or series of advertisements in their personal selling. Once the constructive groundwork was laid, we brought the salesmen in on the actual planning.

Some of the ideas motivating our own approach were frankly laid before the men in sales. Here are some samples:

Both advertising and line sales are concerned with one aim: moving steel and steel products at a profit. Our division must plan with care and vision what the character and nature of its sales activities will be next year and the following years. This is where our salesmen can be of the utmost help. It would be more than difficult to plan a program intelligently if sales reports, opinions, and first-hand knowledge of actual market conditions were not available for study. In fact, we could not create our programs if line sales did not work with us hand in hand.

Plan, Follow-Through

We emphasized the double stake of the sales force in advertising: in helping advertising to plan right, and in the follow-through. Advertising, it was pointed out, would be ineffective without the support, cooperation and follow-through of the people in line sales. It takes your sponsorship and active direction, we told district managers, to make any promotion a success. It needs your group's tough selling effort to get the most in results out of the tool being given you.

There was a time in the beginning when some friendly fingershaking was done. We would say: "You are the men who go out and dig. You are the ones who bring the money back. We in advertising use a part of that money to help you sell. If you do not bring back information we should have, you are not helping to get the most out of our company's advertising money. In effect, this adds up to money wasted."

From the ensuing discussions, integrated between districts by the advertising team, came much creative thought that cast a new light on advertising needs. Out of it both evolutionary developments and deep-rooted changes emerged almost immediately.

First major departure, this past year, was the addition of daily news-



...with
circulation
LEADERSHIP

51,309

TOTAL DAILY
CIRCULATION LEAD
OVER 2ND PAPER

City Zone Lead — 12,189

City & RTZ Lead — 19,874

...with
advertising
LEADERSHIP

8,564,311

LINES

TOTAL ADVERTISING LEAD
OVER 2ND PAPER

Year: 1955

Retail Lead — 3,312,727 lines

General Lead — 1,242,320 lines

Classified Lead — 4,009,264 lines

Largest Circulation in the Pacific Northwest

233,219 Daily
296,260 Sunday

THE Oregonian
PORTLAND 1, OREGON

Sources: ABC Publishers' Statements for 6 months
ending March 31, 1956; Media Records total adver-
tising, less AW and TW, 1955.

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.



*"He was a cinch to marry the boss's daughter after J. J. heard him speak up in the media meeting about how things have changed in Cincinnati."**



*THE RUNAWAY NO. 1 DAILY NEWSPAPER IN CINCINNATI IS NOW THE CINCINNATI ENQUIRER. No. 1 in City Zone Circulation... No. 1 in Retail Display lineage. No. 1 in just about you-name-it (including Total Advertising, Total Display, Automotive Display).

Solid Cincinnati reads the CINCINNATI ENQUIRER • Represented by Moloney, Regan & Schmitt, Inc.

papers to the media schedule. Frequently expressed in the meetings was the feeling that businesspaper advertising alone was not flexible enough to meet today's competitive situation and to reflect quickly the market's ups and downs. Traditionally, the steel business has moved between extremes of feast and famine. Either products have been so plentiful that salesmen were kept on their toes getting the orders, or customers were clamoring for more than they could be given. Might not advertising help the sales representative here?

The men did not pretend to know what the answer might be. What they did suggest was that they could use advertising assistance that was timely and current. If a change occurred today in the market, they wanted to see it reflected tomorrow—or day after tomorrow at latest—in the advertising copy.

One Source of Supply

It was a good point and advertising met it by instituting a regular newspaper schedule at the start of 1956. "All of our customers, including their top management, read the newspapers, so we know we can reach them quickly when we want to" was the consensus of the discussion. Fast and flexible, a newspaper program would put over an idea on short notice, supplementing the technical and informative copy being run in business publications and other magazines.

Next important departure growing out of the joint planning was the idea that Columbia-Geneva should be identified as a single source for all steel products. The salesmen have spoken of their customers buying reinforcing bar from one company, plates from another, wire rope from still another. Might not these economy-wise buyers be encouraged to think of the division as the *one* source of supply for all their steel needs? The new advertising policy that was shaped by this idea is outlined in the accompanying news story.

If our 1956 advertising proves to be more effective than ever — as we believe it will — it will be for two reasons: sales helped to shape it and, having had a hand in the design, is following through to make it effective at the personal selling level. We feel that, today, our Sales Department line and staff are working together in a way which integrates their individual responsibilities into a harmonious, vigorous effort. This singleness of effort is the all-important factor in determining the success of any advertising campaign. **The End**

if you sell through industrial distributors:



His I.Q. is Important to You

It's human nature. The more the industrial distributor salesman knows about your company, its policies and its products, the more time he is going to spend selling your products to industrial buyers, the more sales he is going to make for you.

Remember, the average industrial buyer purchases most of his operating, production and maintenance equipment, tools and supplies from the distributor salesman. Normally the distributor salesman is the buyer's only personal contact with a representative of your company.

The effectiveness of the distributor salesman's representation is in direct ratio to his knowledge of, interest in and enthusiasm for your company and your products.

INDUSTRIAL DISTRIBUTION reaches the largest audience of distributor salesmen ever assembled. These salesmen read INDUSTRIAL DISTRIBUTION for sales information, ideas and techniques. They are looking for information that will help them sell more. What better atmosphere could you have for your messages to your industrial distributor salesmen?

Industrial Distribution

ABC

A McGraw-Hill Publication • 330 West 42nd Street, New York 36, New York

ABP

BAR TRAY #250

WASTE BASKET #901

DESK SET #950

WENDELL AUGUST FORCE
GROVE CITY • PENNSYLVANIA

INDESTRUCTIBLE Beauty and Utility IN COMPLETELY HAND WROUGHT METAL BUSINESS GIFTS

By the originators of hand forged aluminum home and office appointments. Wrought entirely by skilled artisans, with complete absence of machinery, considered incomparable among the nation's professional buyers of finest jewelry and gift items. Approximately 50 different items from which to choose. Your customers and business friends will prize these true products of a disappearing craftsmanship. Hand production makes early ordering necessary.

(Mailing Coupon)

Gentlemen:
() Please send catalog.
() Please have representative call to show actual samples.

Name _____
Title _____
Company _____
Address _____

It would take Bermuda 18 years to accommodate all the Newsweek families who will be



People who visited Bermuda in 1955... 110,651*
Membership of Newsweek families who will be
traveling on vacation or business this year
(and spending an average \$1,835 per family,
or \$1,585,570,400) ... 2,022,000

*SOURCE (of statistic and photo):
Bermuda Trade Development Board

traveling in 1956

**A PLEASANT ILLUSTRATION
of the fact that, of all
magazines with one million
or greater circulation,
Newsweek is read by
the heaviest concentration
of executives and
high-income families.**

LOOKED AT FROM ANOTHER ANGLE—
Newsweek delivers more readers in Business,
Industry and Government per advertising
dollar than any other weekly news
or business magazine.



**Serving America's Most
Significant Million**

Gerber Builds Big Business From Little Customers

Steadily, the baby business of Gerber Products Co. has increased and multiplied. Between the fiscal years ended March 31 of 1946 and 1956 Gerber multiplied:

Net sales nearly five times, from \$20.7 to \$99.6 million;

After-tax earnings 12 times, from \$528,565 to \$6 million;

Working capital nearly six times, from \$4.2 to \$24.7 million;

Assets nearly five times, from \$11.2 to \$48.9 million, and

Shareowners' equity almost six times, from \$5.8 to \$32 million.

Concentration on one market, constructive and consistent policies and continuity of management have been responsible.

Gerber's growth is guided by 11 directors and 12 officers. The directors—nine of whom are company officers—have served on the board an average of 16 years. The nine have served Gerber an average of 22 years. Senior in experience with the company is Daniel F. Gerber, president, 58, who joined the predecessor Fremont Canning Co. in 1912 and became a director in 1921.

First vice-president is William U. Hudson of Oakland, Cal., in charge of production and research. (Gerber has plants in Fremont, Mich., Oakland, and Rochester, N. Y.)

Gerber's first baby food salesman,

in 1928, was a former grocery broker, Earle L. Johnson, now v-p for marketing. He supervises sales and advertising. Another ex-broker is veteran Gerber salesman Joseph H. Bagley, v-p and general sales manager. A former educator, Stephen S. Nisbet, is v-p for public relations. Other vice-presidents are Lester Janes for finance, and Fred S. Wyatt, produce director.

Kenneth Baker, advertising director, manages a consistent, complex, far-reaching program.

Kenneth W. Plumb first worked on Gerber's account with Federal Advertising Agency, New York, two decades ago. The advertising budget then, of \$125,000, was more than 10% of Gerber's \$1,150,000 baby food sales. Today, as a v-p of D'Arcy Advertising Co., New York, Plumb handles an account in "commissionable" billings of \$2.7 million. This comes out to less than 3% of this year's expected \$110 million sales.

Although Gerber did not start to replace brokers with its own sales force until 1939, the eight present regional managers have been with the company an average of 15 years and the 34 district managers an average of 10.

Others among the 3,700 employees have found good growing with Gerber.

two 10¼-ounce cans of vegetable soup and one 4½-ounce can each of peas, prunes, carrots and spinach for \$1.

(The first *Good Housekeeping* ad, Dan Gerber recalls, "appeared before we made our first wholesale sale.")

Each mother who replied was told that Gerber would keep her supplied, postpaid, at regular retail prices, until her grocer was stocked. "We were literally swamped with orders," says Dan. Within 60 days, with the help of brokers, Gerber baby foods gained nationwide, but spotty, store distribution.

All of us must settle for milk at the start. But as soon as possible we vary our diet.

At intervals in the first decade Gerber's original lines of five strained vegetable offerings was augmented by green beans, beets, "apricot applesauce," apple applesauce, and vegetables with liver. Since then 17 others have joined the "strained" line. Cereals came in 1938; junior foods in 1940; strained and junior meats in 1947.

Since 1954 alone Gerber has added, in strained foods, garden vegetables (a type of tiny tots' Veg-All), bananas, and fruit dessert; in junior foods, fruit dessert, chicken noodle dinner and mixed macaroni-tomato-beef-and-bacon. New meats are strained chicken and junior lamb.

Of the present total 73, 40 have appeared since 1945. And 40% of Gerber's \$100 million volume derives from these 40 latecomers. Meanwhile, several more are "in the oven."

Ideas for new products pop up in a lot of places. Sources include doctors and pediatricians; Gerber's own Department of Professional Services; semiannual consumer surveys on what mothers want, and employees in Sales and Production.

But teething biscuits were inspired indirectly by two of the Dan Gerbers' grandsons, Frank Merrill and Pete Phinney. These three families boast eight dogs. "When Frank and Pete were teething," Dan says, "their parents spent most of their time restoring dog biscuits to the dogs."

In 1953 . . . 97 formulas, 1,000 mother tests and other researches, and 18 months later . . . Gerber gave the go-ahead to teething biscuits.

On new and old products, of its own and competitors, Gerber "Baby Panels" sit down solemnly and make taste tests. In a quarter-century 25,000 mothers have decided what their babies want.

Despite all this, and other researching, the Gerberites are not infallible. One big blooper that Earle Johnson

73 Baby Foods Keep Gerber Salesmen Stepping

A woman got them into it.

In 1928 two small daughters, Dorothy Scott Gerber (nicknamed Scotti), age three, and Sally, seven months, were taking a lot of Mrs. Dan Gerber's time. One chore was straining fruits and vegetables for Sally's diet, as recommended by a Grand Rapids pediatrician.

Then came the idea. She said to Dan: "If you can puree tomatoes in the plant, why not peas for the baby?"

In the privacy of his office Dan plied peas. At last he put the problem to his father and the plant production experts. Before long Fremont Canning was turning out first batches of strained vegetables. Mrs. Gerber and Sally liked them. So did

neighbor mothers and their babies.

The Fremont Co. was not an advertiser nor a "marketer." Its output was canned for others' labels. But Dan persuaded his father to gamble \$40,000 on an introductory campaign.

Early in 1929, in one-column coupon ads in *Children* (now *Parents'*), *Good Housekeeping* and *Woman's Home Companion* and baby-care publications, a new Gerber Products Division of Fremont announced "Vegetables for Baby. . . . Specially prepared, strained and ready-to-serve." The new foods contained "a balanced diet rich in vitamins" and were "approved by leading authorities."

Gerber offered a week's supply of



BABY FEEDERS: Responsible for the job of getting \$110 million of Gerber foods down the little hatchers are Earle L. Johnson, vice-president for marketing; Joseph H. Bagley, v-p for sales, and Kenneth Baker, advertising director.

recalls was their insistence from the start of offering *unseasoned* baby foods. Mothers, they thought, would prefer to season themselves, to their own, or their babies', taste.

When competitors offered seasoned

foods, mothers thought that Gerber's tasted "flat." The sales curve flattened too. "It took us three or four years," Earle admits, "before we realized that mothers wanted *us* to do their seasoning for them."

Consistent Advertising Builds \$100 Million "Baby Business"

Every eight seconds Gerber loses a satisfied customer—to adult menus.

To win replacements, and more, nearly one billion advertising "impressions" have been scheduled for space and time in the year started April 1. For all forms of advertising and sales promotion this year's cost of customer conversion will come close to \$5 million.

Babies arrive regularly, and every day a lot of them switch to baby foods. Every day this year will bring more than 11,000 new arrivals. Several times every day they will get very hungry indeed. They will consume even more Gerber's in July than in January.

For 28 years Gerber has been getting ready for them. Since February 1929 this company has advertised with year-round consistency.

Dan Gerber names six factors in the advertising philosophy:

"1. We believe in *consistency*." Since that first \$40,000 gamble for three months' advertising, the company has increased expenditures every year. And "every year our advertising cost per unit sold has gone down."

(Between 1929 and 1950 expenditures increased 12 times. But advertising cost per unit sold declined 90%. Taking 1939 as the "base" year, expenditures by 1955 increased more than 10 times. On the other hand, Gerber's advertising cost per

package *declined more than two-thirds*.)

"2. We don't change our media list, or our copy theme, every January 1.

"3. Constantly, we look for improvement. But we don't make a change until we are pretty sure we are right.

"4. We 'try before we buy.'"

Before going into television, in 1950, "we ran a small entertainment program over two stations—one in a market where we were strong, one where we were relatively weak." Then Gerber made a study to learn "whether TV reached young mothers, the time of day they like to look at it, and the type of programs they prefer." Since then each prospective program has been checked on "popularity with our special type of audience." . . . Pretesting and then readership studies also are made of magazine and newspaper advertising.

"5. We don't make changes, just for the sake of change. Our salesmen might get a greater temporary kick from our advertising if we came up with something new and revolutionary at sales meetings. But we believe we can get best results by gradual-but-constant improvement.

"6. We don't delay in trying what seems to be a 'natural' for us. For example, we have been in either the first issue, or nearly the first, of all the magazines distributed through



- BIGGEST pop. gain—18% last 5 yrs.
- BIGGEST home building boom. Over \$7 Million in new construction in '55.
- OVER 100 INDUSTRIAL PLANTS. Value of manufactured products in '55 over \$150 Million (est.)
- AVERAGE FAMILY INCOME \$6,120 (National av. only \$5,274)

ILLINOIS FIFTH LARGEST NEWSPAPER RETAIL MARKET (Excluding Chicago)

- ★ \$147 MILLION SUBSCRIBER RETAIL PURCHASES
- ★ \$30 MILLION SUBSCRIBER **FOOD** PURCHASES

THE Daily Pantagraph
BLOOMINGTON-NORMAL, ILL.
Represented by Gilman, Nicoll & Ruthman

HERITAGE

AMERICA'S FINEST PROMOTIONAL PEN

For Winning New Customers
For Advertising Gifts
For "Calling Cards"
For Premium Incentives

ONLY 24¢ AND LESS!

Including YOUR Name and YOUR Ad in 100 Quantities or more! DOLLAR Quality at a fractional price!

Regular Size or "Slim" Goldtone or Chrome Lavish Barrel Colors

Your Copy Under BAKED LACQUER for Permanence

Write TODAY on your company letterhead for a FREE SAMPLE!

"Sales Tools to Build Your Business"

PUT YOUR MESSAGE IN YOUR CUSTOMER'S POCKET!
GIFTS WITH YOUR IMPRINT MOTIVATE SALES!

H ERITAGE MFG. CORP.
Imprinting Department
FORT WORTH 12, TEXAS

grocery chain stores and super markets. These outlets account for the vast majority of our business. Why shouldn't we meet our customers there with our advertising?" . . .

To avoid monotony, however, Gerber advertising is "peaked" three times a year—in October, February and May. The May "drive" ties in with National Baby Week, in the observance of which Gerber has long been active. This "week" is centered around Child Health Day, May 1.

This year, for space and time advertising through the D'Arcy agency, Gerber will invest \$2,732,252.56. Of the space and time total, more than 90% goes to consumer media, the balance to trade and professional

magazines. The consumer media total is divided roughly 55% to magazines and newspapers, 45% to TV and radio.

At least \$2 million more will be put into direct mail, sampling, exhibits, point-of-purchase and local "store" work.

The trade list (total cost \$68,885.90) in eight national grocery publications and 16 "sectional and special" publications. (In the latter group are such papers as *Grocer Graphic* in the New York metropolitan area and *Yankee Food Merchant* in New England.)

In the \$71,685 for professional publications the biggest single item is \$11,700 for 13 one-page insertions

in the *Journal of the American Medical Association*. Twelve other medical books—covering such fields as pediatrics, geriatrics, dietetics, diseases of children, osteopathy and nursing; four home economics publications; three medical directories and *Medical Economics*, *Modern Drugs* and *Modern Medicine*, also are scheduled.

Of a total around \$1 million for 21 consumer magazines, nearly one-fourth will buy 18 insertions each in *Family Circle* and *Woman's Day*. The list embraces four other store-distributed magazines; nine "baby books;" two women's magazines (after 28 years Gerber is still loyal to *Good Housekeeping* and *Woman's Home Companion*!), and five "romance and general monthlies: *Modern Romances*, *Redbook*, *Tan*, *True Confessions*, *True Story*.

A series of 43 130-line ads in 122 newspapers will cost about \$190,000. A reserve of \$162,441 has been set aside for "local promotions." (Not included in the national "commissionable" budget is \$650,000 which Gerber makes available for "store" advertising of its products. Because Gerber pays the entire cost of this—and keeps close count on all insertions—it could hardly be called "cooperative!")



- 1 In farm coverage of Texas and Oklahoma
- 2 In RFD coverage of Texas and Oklahoma
- 3 In separate and effective editing for Texas and Oklahoma
- 4 In livestock interest and readership in the Southwest
- 5 In local identity for the Southwest
- 6 In community service and readership for Texas and Oklahoma
- 7 Where wealth is produced in Texas and Oklahoma

And that's where *The Farmer-Stockman* is strong

... where a farm magazine ought to be strong

... with more than **426,000** rural families of readers!

The Farmer-Stockman

OKLAHOMA CITY • DALLAS

THEY'LL SELL AS THEY'VE NEVER SOLD
BEFORE WITH THIS INCENTIVE

New Year's Eve In Paris

A luxurious all-expense-paid trip for V.I.P.s (Very Important Persons)—your Salesmen and their wives . . . a thrill from start to finish. Culminating on the gayest night of the year in the gayest city in the world—New Year's Eve in PARIS!

Here's a travel incentive that will get more EXTRA selling out of your men—starting December 27th, in New York . . . dinner . . . theatre . . . send-off party . . . an overnight flight to Europe . . . Three unforgettable days in London . . . Then on to Paris for New Year's Eve on the Champs Elysees—deluxe meals, sightseeing . . . and all expenses paid, including tips and cabs! Return to New York January 3rd.

FOR YOUR LATE SUMMER OR FALL SALES DRIVE

Find out today how economically you can gear this big sales-producing incentive into your summer and fall plans. Dramatic merchandising aids available to keep your men at top effort throughout the campaign—movies for sales meetings, folders, favors, cocktail muddlers, coasters, posters, letters to salesmen's wives from London and Paris.

Call, Write or Wire:

Bill Murphy

V.I.P. SERVICE, Inc.

720 Fifth Avenue

PLaza 7-0130

New York, N. Y.



More TV Efforts

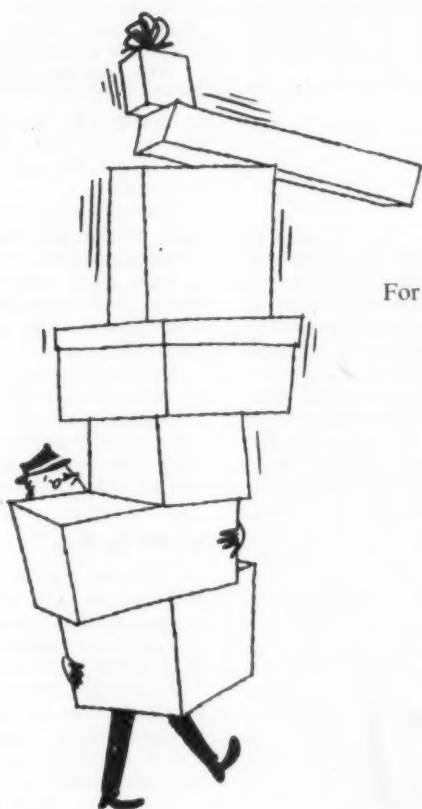
In radio a series of one-minute announcements runs on 18 stations in 17 scattered markets (two in Minneapolis), from Albany and Birmingham to Honolulu.

Since its TV debut in 1950 Gerber has been on a major network program every week. Nearly all (\$937,645.32) of the \$1,090,467.32 scheduled for TV this year is for the Bob Crosby show Friday afternoons on 80 CBS stations. Gerber also "participates" in NBC's "Ding Dong School" on 82 stations, at a cost of \$105,024, and sponsors three local shows.

Substantial allowances also are made for production costs. These total about \$237,000.

For five of the six media—all except radio—a combined \$45,000 is held for rate increases. . . .

Gerber's annual direct mail bill is nearly \$1 million. Every month a half-million mailing pieces reach more than 70% of all new mothers. (The company would be glad to reach 100% of them, if births, in some areas, were more carefully recorded.) When her baby is six weeks old each recorded mother is sent samples of the cereals. Later she receives coupons entitling her to strained foods and meats.



For your gift lists—business, employee, personal—be sure to consult **SALES MANAGEMENT's** special **business gift issue**, off the press September 10.

You will find it a useful source for gift-giving ideas. All manner of gifts are pictured and described. You will see what **other** companies and executives are doing to build sensible gift programs—as a matter of policy.

Through this special issue of **SALES MANAGEMENT** your gift-giving requirements, modest or substantial, are certain to be satisfied.

The issue is called, significantly, "When a Corporation Says Merry Christmas." But chances are you will want to retain your copy throughout the year for its helpfulness in the matter of gifts, awards, incentives.

Goodwill is worth the planning.

Sales Management
THE MAGAZINE OF MARKETING

New York

Chicago

Santa Barbara

The mailman also is kept busy delivering to Gerber 20,000 letters a month from mothers—all of which are adequately acknowledged.

Mailings to medicos are a substantial annual item. . . .

Dan Gerber tells SALES MANAGEMENT that "we use premiums sparingly." But then he reports a recent offer of 225,000 dolls, replicas of the Gerber baby for \$2 each (now \$2.25) with 12 labels from Gerber products, and 400,000 baby spoons, each for 25 cents and three labels. . . .

In mass media he admits that "we

may be buying up to 80% waste circulation. Only one family in six is having a baby right now." Gerber likes the baby books distributed through hospitals and diaper service organizations. "We buy all that circulation we can get." . . . On the other hand, more mothers are having babies all over again. Since 1950 the number born in families who already have children has doubled. Gerber wants to keep them, and a lot of other women in the U. S., aware of the fact that "Babies Are Our Business."

850-Man Sales Force Helps Grocers "Move" Gerber

Some who shared Dan Gerber's faith in prepared baby foods became early salesmen. The first, hired in 1929, was Earle Johnson, now vice-president for marketing. In 1931 two others with grocery-brokerage experience were added. One was Joseph H. Bagley, now vice-president and general sales manager.

But until the late '30's whatever selling was done was largely by brokers. But 100 brokers came up with only about \$1.5 million annual volume, or an average of \$15,000

each.

Gerber's own force then numbered about 30. In the mornings these men worked with brokers and called on stores. In the afternoons they did "detail" work with doctors and hospitals.

In the last 15 years Gerber's own sales force has been increased from 100 to 900 men. Of these 850 sell and serve grocers and 50 are in the Department of Professional Services. In Gerber's setup in the U.S. today only one broker remains: Cooney Brokerage Co. of Butte.

Last year, when the company's dollar volume expanded 15%, Gerber added 70 salesmen, or 9%. This was a net increase, beyond the "normal" turnover in sales manpower.

Gerber men engage in "service selling." They work with grocers to keep stocks complete and fresh; advise on such problems as location of the Baby Food Department, on displays and shelving to meet individual grocer's needs, merchandising and advertising. "Eighty percent of the time," Bagley points out, "they write their own orders."

"We sell by helping the grocer sell."

Gerber is by far the largest advertiser of baby foods. But: "The more advertising, the more in-store help is involved."

Newcomers on Gerber's grocery staff usually are under 30, service veterans, married, and with at least a high school education. They are chosen and trained by district managers. They work on a salary-and-bonus plan.

Headquarters sets reasonable quotas annually for all 34 districts on four groups embracing all 73 products: strained fruits and vegetables, junior fruits and vegetables, cereals and related items, and meats.

Quota Busting

Last year all districts made total dollar quotas, and only two fell short in some product groups.

This year the corporate sights have been raised 10%—to \$110 million.

Meanwhile, a force of 50 field men in the Professional Services Department carries on a long Gerber tradition of working closely with doctors, hospitals, clinics, and others.

These men, some of whom have had pre-med or similar courses in college, are thoroughly trained in "detailing." Through their regular personal visits, exhibits at professional conventions, sampling, direct mail and publication advertising, Gerber gets its story across to all the 160,000 doctors, all the 9,257 hospitals, and a lot of other professional people and institutions across the country.

Before the first baby foods were advertised the company was busy developing professional acceptance. Dan Gerber engaged a home economist with a doctor's degree in nutrition. Quality control and product improvement systems were introduced. The first of a long series of booklets was written. Some were for teachers and students in dietetic and home economics courses.

Maybe Motherhood has become more "professional," too! **The End**



...If you're thinking of Wisconsin



See your
Headley-Reed
man for details.

Slow Reaction on Court's Jolt to Fair Trade

McKesson & Robbins, losing in the Supreme Court, reports no price-war and "would be surprised to find it." Will Eastman Kodak, that operates retail stores in competition with independents, find its Fair Trade pacts invalid?

Manufacturers who also do some wholesaling now face a dilemma. The U. S. Supreme Court has just ruled that McKesson & Robbins, Inc., the nation's largest drug wholesaler, that also makes and sells some products under its own brands, may not have Fair Trade agreements with independent wholesalers with whom its own wholesale divisions compete.

Now independent wholesalers who buy from McKesson & Robbins are free to set their own prices. McKesson, of course, can still control prices on products sold by its own 74 wholesale divisions in 35 states.

So far McKesson has not heard of any wholesalers of its drug products cutting prices since the Supreme Court handed down its 6-3 decision June 11. Herman Nolen, executive v-p, observes that a drug wholesaler's 2 percent net leaves little room for price cutting.

The court decision points out that

McKesson's drug product sales in fiscal 1954 amounted to \$338 million and that sales of products made by the company amounted to \$11 million a year. The wholesaling operation is the major company activity.

To McKesson & Robbins, the decision has the effect of "invalidating Fair Trade in a very substantial part of the American economy, for the simple reason that almost no manufacturers distribute their products in such a way as to avoid being sometimes wholesalers or retailers."

Chief Justice Earl Warren's majority opinion points out that "most of McKesson's sales to competing wholesalers are made by its manufacturing division, but its wholesale divisions sold approximately \$200,000 of McKesson brand products to other wholesalers during the fiscal year ended June 30, 1952."

In the court's view these sales represent one competitor selling to an-

Fair Trade Box Score Today

American Fair Trade Council, Inc. reports:

Supreme courts of 23 states have passed upon the validity of their Fair Trade Acts. In 15, the act has been upheld.

Seventeen states have had no cases in their supreme courts. So Fair Trade is "fully effective in 32 states, comprising 69% of the nation's population."

Two state supreme courts have held their Fair Trade acts invalid. Six state supreme courts have found their acts unenforceable against nonsigners.

The states in which Fair Trade is only partially effective make up 20% of the total population, leaving 11% of the population living in areas that have no Fair Trade acts.

Nebraska, Virginia, Missouri, Texas, Vermont and the District of Columbia now have no Fair Trade acts.



Greatest "SHOW" on Earth

Nope—it's not the Circus! It's KLEEN-STIK—the paragon of pressure-sensitive adhesives—that assures the greatest "show" for P.O.P. sales messages! And, by an amazing coincidence, we have—in the center ring—some Entertaining Examples of KLEEN-STIK Kleverness:



GE "Circus" of Service

Out of GENERAL ELECTRIC CO.'s Tube Dept. in Schenectady comes this big, bright, brilliant series of KLEEN-STIK die-cuts to boost service volume for GE Radio-TV dealers. They go up with a quick peel-and-press on walls, show-cases, and the appliances themselves—even outside on windows, truck sides, etc.—because they're silk-screened on weather-conquering FLEX-STIK "B". F. J. NATALY, GE Account Representative, was ringmaster for the "Circus" idea, originated by the Distributor Sales Promotion Section. And the fine production job was "tamed" by JOHN PHELPS of PHELPS MFG. CO., Terre Haute, Ind.



Bouquet for a Bottle

So real you can almost sniff it, this colorful nosegay symbolizes the delicate "bouquet" of CRESTA BLANCA WINES. It's ingeniously die-cut to fold into a 3-plane, 3-D bouquet that works three ways for dealers: perching jauntily on a bottle neck or a horizontal wire—or, with quick-stickin' KLEEN-STIK to attach instantly on walls, counters, cash registers, or what have you? Bouquets to Ad Mgr. T. KAHMANN and artist ED DE ST. MAURICE for the gay idea and design... and to INDEPENDENT LITHOGRAPH CO. (all of San Francisco) for brilliant printing and "D" Tape application.

Join the "Big Show"—send us a sample of your favorite KLEEN-STIK application to appear in this column. Include full details—as you see, we name names and give credit where credit's due!

KLEEN-STIK PRODUCTS, INC.

7300 West Wilson Avenue • Chicago 31, Ill.
Pioneers in pressure sensitives for Advertising and Labeling

"How high is that

beanstalk now, Jack?"



We seem to have a green thumb for record-breaking beanstalks (genus: circulation) around the Chicago Daily News. For the six months' ABC period ending March 31, 1956, we ran up two new highs in circulation figures . . . **daily** average 603,670, **Saturday** average 610,219. But long before we hit these all-time highs, the Daily News had the largest Saturday circulation of any evening newspaper in the U.S.! Going **up** on Saturday is quite a feat, if you look at the Saturday figures of **other** newspapers . . . that is, if they'll let you look at 'em. The News is every advertiser's high-appeal buy, week days or week-ends, because, as advertisers well know—

**The CHICAGO DAILY NEWS
HITS HOME**

other—with the seller insisting that the buyer maintain the seller's Fair Trade prices. The court held this act to be illegal under the Sherman Antitrust Act, and declared that the Miller-Tydings and the McGuire (Fair Trade) Acts do not exempt McKesson.

Supplier-wholesalers might obtain Fair Trade pacts with independent wholesalers, without any change in the law, by establishing exclusive territories for the independent wholesalers. But McKesson does not believe in exclusive territories as a sound method of distribution.

The decision knocking out Fair Trade agreements with wholesalers does not upset McKesson's price pacts with retailers because the company does not compete with its retailers.

Eastman Kodak Co., that sells its products to independent retailers and at the same time operates its own retail stores, has "no comment" to the suggestion that its Fair Trade pacts may be declared invalid. If so, this could be contrary to a finding of the Federal Trade Commission January 6, 1955.

Chief Justice Warren declared: "It makes no difference whether the motives of the participants are good or evil; whether the price-fixing is accomplished by express contract or by some more subtle means; whether the participants possess market control; whether the amount of interstate commerce affected is large or small; or whether the effect of the agreement is to raise or to decrease prices.

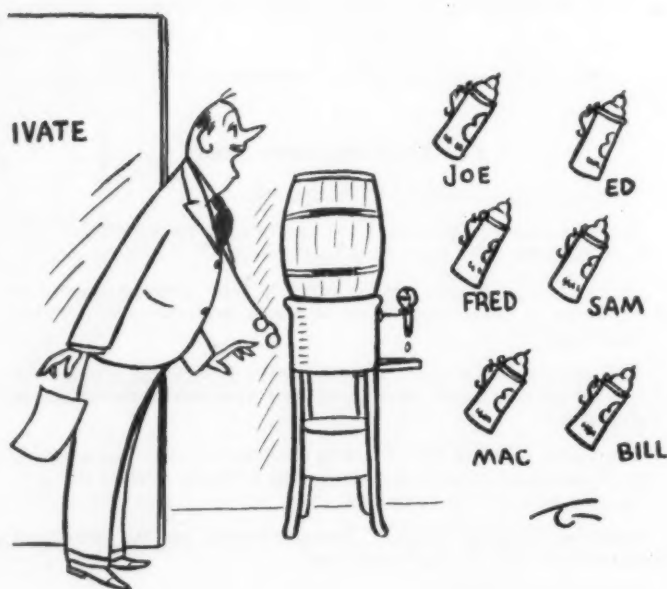
"In the U. S. v. Socony-Vacuum Oil Co., in holding price-fixing agreements to be illegal per se, this court said: 'Congress has not left with us the determination of whether or not particular price-fixing schemes are wise or unwise, healthy or destructive . . . the Sherman Act, so far as price-fixing agreements are concerned, establishes one uniform rule applicable to all industries alike.'

"And it has been said by this court:

'A distributor of a trademarked article may not lawfully limit by agreement, express or imply, the price at which or the persons to whom its purchaser may resell, except as the seller moves along the route which is marked by the Miller-Tydings Act.'

Chief Justice Warren went on to say that Miller-Tydings Act was "careful to state that its exemption of certain retail price maintenance contracts from the prohibitions of the Antitrust laws 'shall not make lawful any contract or agreement, providing for the establishment or maintenance of minimum resale prices on any commodity herein involved, between manufacturers, or between producers, or between wholesalers, or between brokers, or between factors, or between retailers, or between persons, firms, or corporations in competition with each other.'

"McKesson," Chief Justice Warren contended, "is admittedly a wholesaler with resale price maintenance contracts with 94 other wholesalers who are in competition with it. Thus, even if we read the proviso so



that the words 'in competition with each other' modify 'between wholesalers,' the agreements in question would seem clearly to be outside the statutory exemption.

[McKesson] "concedes," declared Warren, "that the proviso does not exempt a contract between two competing independent wholesalers fixing the price of a brand product produced by neither of them. Yet it urges that what would be illegal if done between competing independent wholesalers becomes legal if done between an independent wholesaler and a competing wholesaler who is also the manufacturer of the brand product.

No Legal Out

"This is so," [McKesson maintains] "because in contracting with independent wholesalers it acted solely as a manufacturer selling to buyers rather than as a competitor of these buyers. But the statutes provide no basis for sanctioning the fiction of McKesson, the country's largest drug wholesaler, acting only as a manufacturer who had concluded 'fair trade' agreements with competing wholesalers. These were agreements 'between wholesalers.'

"Any doubts," Warren further said, "which might otherwise be raised as to the propriety of considering a manufacturer-wholesaler as a 'wholesaler' are dispelled by the last phrase of the proviso in question, which continues the proscription against price-fixing agreements 'between persons, firms, or corporations in competition with each other.'

"Congress thus made plain as words can make it that," said Warren, "without regard to categories or labels, the crucial inquiry is whether the contracting parties compete with each other. If they do, the Miller-Tydings and McGuire Acts do not permit them to fix retail prices."

In a sense the Supreme Court's decision against McKesson parallels an earlier famous Fair Trade case decided by the Supreme Court. In this case Schwegmann Bros. defeated Calvert Corp. Chief Justice Warren points out in the McKesson case that in Schwegmann vs. Calvert the proviso discussed above "expressly continues the prohibitions of the Sherman Act against 'horizontal' price fixing by those in competition with each other at the same functional level. Since McKesson competes 'at the same functional level' with each of the 94 wholesalers with whom it had price-fixing agreements, the proviso prevents these agreements from falling within the statutory exemption."

The End

JULY 20, 1956

"... response far beyond our expectations," says ...

KAISER ALUMINUM & CHEMICAL CORPORATION

KAISER BUILDING, 1024 BROADWAY, OAKLAND 12, CALIFORNIA

April 27, 1956

Mr. Ted Callis
The Wall Street Journal
44 Broad Street
New York 4, N. Y.

Dear Mr. Callis:

Thought you would be interested in hearing the reaction to our now famous "gold" advertisement in The Wall Street Journal.

As regular national advertisers in The Journal, we really appreciate its values; however, results on this ad are outstanding.

In about six weeks since the ad ran we have received over 175 inquiries from a wide variety of U. S. businesses. Our sales offices throughout the country had many direct inquiries. This response was far beyond our expectations, both in number and quality.

This is just another reason why The Wall Street Journal fills an important need in our advertising program.

Best regards,

KAISER ALUMINUM & CHEMICAL CORP.

A. H. deGrassi
A. H. deGrassi
Advertising Manager

AHdeGss

The Wall Street Journal . . . is DIFFERENT

You make *fast impact* on the national business community by advertising in The Wall Street Journal. There is no need to wait weeks or months to start your campaign. And results are fast, too. This kind of action stimulates your sales force . . . keeps them on the move long after your first ad appears. Get all the facts about this getting-ahead-in-business market today.

Circulation: 413,576

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, 1015 14th St., N. W. • CHICAGO, 711 W. Monroe St.
DALLAS, 911 Young St. • SAN FRANCISCO, 415 Bush St.



TOPS IN BUSINESS REMINDER ADVERTISING!

WHERE can you get your advertising message read in homes every day for two years for only pennies? Plastic bottle caps are the answer—today's finest and most productive reminder advertising!

These remarkable caps easily snap on and off all size soda, soft drink, beer bottles keeping drinks fresh and alive with an air-tight seal.

Your firm name, trade-mark or advertisement is imprinted in gold or silver on each cap. Caps come in 6 colors: red, green, blue, yellow, white and black. Sold in bulk or packed 2 to a clear plastic gift envelope.

FREE SAMPLES! Write on your business letterhead for prices and samples of advertising caps ordered by leading national corporations time and time again!

HEMAN ELY, JR.

DEPT. 72, P.O. BOX 62, LANCASTER, PENNA.

Here's help with your business gift problem

Each September, Sales Management publishes its special Business Gift Issue, "When a Corporation Says 'Merry Christmas' to its Friends." In preparing this issue we scout the world for good gift items, check thousands of recipients on gifts most appreciated.

Why not take advantage of our extensive files of information on products especially suited for business gifts? Let us help by suggesting distinctive, unusual gifts, sure to be appreciated.

No cost or obligation for this confidential service. Just write and tell us: (1) Number of names on your list; (2) Type of gift wanted (family, office or personal); (3) What you gave last year (if you did); (4) What your chief competitor gave last year (if he did); (5) Price range per gift that you have in mind.

Address Business Gift Department,
SALES MANAGEMENT, 386 Fourth
Ave., N. Y. 16.



FOR SALES MANAGERS

What is the one and only publication edited for Consulting Engineers?

Sell the man who Writes the Specifications!

CONSULTING ENGINEER

227 Wayne St., St. Joseph, Michigan

SALES GAINS AND LOSSES

Current operating statements show these changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago period. Only 16% failed to show a gain.

Key: f indicates fiscal year.

Company	Period	1956	1955	Company	Period	1956	1955
Amer. Aggregates Corp.	1 yr. f	\$ 18.1	\$ 15.5	Morrell (John) & Co.	26 wks.	\$164.5	\$156.2
Amer. Air Filter Co.	6 mo.	15.8	12.9	Murray Corp. of Amer.	9 mo.	50.8	55.6
Austin, Nichols & Co.	1 yr. f	40.9	37.4	Nat. Alfalfa Dehyd. & Milling	1 yr. f	7.5	9.6
Buell Die & Machine Co.	6 mo.	1.1	2.5	Nat. Presto Industries	6 mo.	14.4	18.4
Burru Biscuit Corp.	28 wks.	8.8	7.6	Northrop Aircraft, Inc.	9 mo.	226.9	214.9
Casco Products Corp.	1 yr. f	14.4	14.5	Penn Fruit Co.	9 mo.	93.3	74.6
Clinton Machine Co.	1 yr. f	32.7	18.4	Phillips' Incan. Lamp Works	3 mo.	147.3	133.5
Const. Diesel Elec. Corp.	9 mo.	17.2	16.3	Pittsburgh Brewing Co.	6 mo.	6.2	5.7
Cramer Controls Corp.	1 yr. f	3.5	2.2	Pittsburgh Reflector Co.	3 mo.	1.1	.8
Dana Corp.	9 mo.	181.8	134.7	Reliance Elec. & Engr. Co.	6 mo.	30.0	18.4
Fedders-Quigan Corp.	9 mo.	47.7	35.1	Republic Supply Co. of Cal.	6 mo.	15.2	11.9
Flying Tiger Line, Inc.	9 mo.	15.7	9.0	Robbins & Myers, Inc.	9 mo.	23.6	20.4
Great A & P Tea Co.	1 yr. f	4,304.9	4,139.9	Rock-Ola Mfg. Corp.	1 yr. f	5.9	4.8
Grunman Aircraft Engr. Corp.	3 mo.	38.9	61.7	Rudd Mfg. Co.	6 mo.	4.9	4.9
Harbor Plywood Corp.	1 yr. f	21.9	18.7	Scholz Homes, Inc.	1 yr. f	9.4	4.7
Hazel Bishop, Inc.	6 mo.	6.0	5.4	Seabrook Farms Co.	1 yr. f	25.8	22.1
Indiana Limestone Co.	6 mo.	3.3	2.7	Sheffer (W. A.) Pen Co.	3 mo.	5.9	5.7
Indus. Hardware Mfg. Co.	1 yr. f	2.2	2.3	Sperry Rand Corp.	1 yr. f	710.6	699.2
Internat. Harvester Co.	6 mo.	609.3	549.1	Stahl-Meyer, Inc.	28 wks.	9.7	10.0
Kelsey-Hayes Wheel Co.	9 mo.	119.0	105.0	Sunrise Supermarkets Corp.	3 mo.	8.9	5.2
Kimberly-Clark Corp.	1 yr. f	253.2	227.4	Taylor Fibre Co.	3 mo.	2.2	2.0
King-Seely Corp.	9 mo.	31.1	28.6	Thompson (H. I.) Fibre Glass	6 mo.	2.6	1.9
Knudsen Creamery of Cal.	1 yr. f	40.5	37.9	Todd Shipyards Corp.	1 yr. f	69.0	64.1
Koehring Co.	6 mo.	21.2	14.4	U. S. Potash Co.	3 mo.	6.0	5.4
Lay (H. W.) & Co., Inc.	28 wks.	6.2	5.5	U. S. Shoe Corp.	6 mo.	19.2	15.1
M & M Wood Working Co.	3 mo.	11.5	11.4	Wentworth Mfg. Co.	6 mo.	6.5	4.7
May Dept. Stores Corp.	1 yr. f	503.6	452.3	Wilson Jones Co.	6 mo.	8.4	7.6
McCord Corp.	9 mo.	34.0	27.9				
Marmon-Herrington Co.	3 mo.	5.9	2.7				



"I'm not spending your vacation shaking hands with distributors of Squeedunk!"

ADVERTISERS' INDEX

Allied Van Lines, Inc.	81
Agency: McCann-Erickson, Inc.	
Aviation Age	105
Agency: Hazard Advertising Company, Inc.	
Better Homes & Gardens	90-91
Agency: J. Walter Thompson Company	
Bloomington Daily Pantagraph	119
Agency: The Biddle Company	
Buffalo Courier Express	54
Agency: Baldwin, Bowers & Strachan, Inc.	
Building Supply News	1
Agency: Arthur R. MacDonald, Inc.	
Cappel, MacDonald & Company	16
Agency: Don Kemper Company, Inc.	
Chicago Daily News	7, 17, 124
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Chicago Sun-Times	76
Agency: John W. Shaw Advertising, Inc.	
Chicago Tribune	4th Cover
Agency: Foote, Cone & Belding	
Cincinnati Enquirer	114
Agency: Stockton, West, Burkhart, Inc.	
CBS-Radio	66-67
Columbus Dispatch	49
Agency: Harry M. Miller, Inc.	
Consulting Engineer	51, 62, 64, 126
Agency: Paxson Advertising, Inc.	
Dartnell Corporation	62
Agency: Arthur C. Barnett Advertising	
Dell Publishing Company	75
Agency: Robert W. Orr & Associates, Inc.	
Detroit News	85
Agency: W. B. Doner & Company	
Display Sales	17
Agency: The S. C. Baer Company	
Eastman Kodak Company	55
Agency: Charles L. Rumrill & Company, Inc.	
Heman Ely, Jr.	126
Agency: Charles F. Beardsley Advertising Agency	
Farmer-Stockman	120
Agency: Lowe Runkle Company	
Field & Stream	81
Agency: Denhard & Stewart	
Clinton E. Frank Inc.	19
Robert Gair Company, Inc.	65
Agency: James Thomas Chirurg Company	
Greensboro News-Record	63
Agency: Henry J. Kaufman & Associates	
Griff Publishing Company	53
Agency: Gray & Rogers	
Jam Handy Organization, Inc. ...	2nd Cover
Agency: Campbell-Ewald Company	
Heritage Manufacturing Corporation ...	119
Agency: Melton Advertising Agency	
The Schuyler Hopper Company	59
Hospitals—Journal of American Hospitals	64
Agency: Bernard J. Hahn	
Houston Chronicle	61
Agency: Kamin Advertising Agency	
Indianapolis Star & News	6
Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	
Industrial Distribution	115
Agency: Royal & DeGuzman	
Keeney Publishing Company	5
Agency: McLain Associates Advertising	
Kleen-Stik Products, Inc.	123
Agency: Burlingame-Grossman Advertising	
Ladies Home Journal	18
Agency: Doherty, Clifford, Steers & Shentfield, Inc.	
Life Magazine	37
Agency: Young & Rubicam, Inc.	
Louisville Courier-Journal & Times	99
Agency: Zimmer-McClaskey Advertising	
Midwest Purchasing Agent	84
Agency: Balch Advertising Agency	

Mill & Factory	47
Agency: Hazard Advertising Company, Inc.	
Milwaukee Journal	2
Agency: Klau-Van Pietersom-Dunlap, Inc.	
Minnesota Mining & Manufacturing Company (Magnetic Tape)	15
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Moline Dispatch	19
Agency: Clem. T. Hanson Company	
Motion Picture Advertising Service Company, Inc.	11
Agency: Walter Saussy Advertising, Inc.	
Multi Ad Service	62
Agency: Mace Advertising Agency, Inc.	
Nascon Products	109
Agency: Anderson & Cairns, Inc.	
NBC Radio Network	94-95
Agency: Grey Advertising Agency	
NBC-Spot Sales	8-9
Agency: Grey Advertising Agency, Inc.	
Nation's Business	44-45
Agency: Royal & DeGuzman	
New Orleans Times-Picayune	60
New York News	43
Agency: L. E. McGivana & Company, Inc.	
New York Times	3rd Cover
Agency: Daniel & Charles	
Newsweek	116-117
Agency: Scheideler & Beck, Inc.	
North American Van Lines, Inc.	106
Agency: Applegate Advertising Agency	
Oklahoman & Times	97
Agency: Lowe Runkle Company	
Parade Magazine	41
Agency: Calkins & Holden, Inc.	
Philadelphia Bulletin	14
Agency: N. W. Ayer & Son, Inc.	
Philadelphia Inquirer	22
Agency: Al Paul Leffon Company, Inc.	
Portland Oregonian	113
Agency: Cole & Weber, Inc.	
Product Engineering	39
Agency: Klau-Van Pietersom-Dunlap, Inc.	
Railway Express Agency	93
Agency: Benton & Bowles, Inc.	
Reader's Digest Association	78-79
Agency: J. Walter Thompson Company	
Remington Rand, Inc.	83
Agency: Leeford Advertising Agency, Inc.	
Research Institute of America, Inc.	103
Agency: The Schuyler Hopper Company	
Reynolds Metals Company	87
Agency: Buchanan & Company, Inc.	
Rock Island Argus	19
Agency: Clem. T. Hanson Company	
Sales Management	121
Sickles Photo-Reporting Service	64
Agency: M. D. Lasky Company	
Sioux City Journal & Tribune	127

Spector Freight System, Inc.	98
Agency: Garfield-Linn & Company	
Spokane Spokesman Review & Daily Chronicle	12-13
Agency: Richard G. Montgomery & Associates	
Steinman Stations	112
Agency: John Gilbert Craig Advertising, Inc.	
Strathmore Paper Company	50
Agency: Abbott Kimball Company, Inc.	
Sweet's Catalog Service	34-35
Agency: The Schuyler Hopper Company	
Telefilm, Inc.	98
Agency: Allen, Dorsey & Hatfield, Inc.	
Thomas Publishing Company	3
Agency: W. N. Hudson Advertising	
Troy Record Newspapers	77
U. S. News & World Report	20-21
Agency: The Caples Company	
United Van Lines, Inc.	4
Agency: Kelly, Zahndt & Kelly, Inc.	
V.I.P. Service, Inc.	120
WDIA (Memphis)	107
Agency: Brick Muller & Associates	
WGAL-TV (Lancaster)	112
Agency: John Gilbert Craig Advertising, Inc.	
WHO-AM (Des Moines)	10
Agency: Doe-Anderson Advertising Agency	
WKOW (Madison)	122
Agency: Madison Advertising Agency, Inc.	
WSPD (Toledo)	109
WTAR-TV (Norfolk)	60
Agency: Lindsey & Company	
Wall Street Journal	125
Agency: Martin K. Spectator & Associates	
Wendell August Forge	115
Agency: R. L. McCallister Company	
Westinghouse Broadcasting Company ...	70-71
Agency: Ketchum, Macleod & Grove, Inc.	
Winnebago Newspapers	54
Agency: Cummings, Brand & McPherson Advertising	
Worcester Telegram Gazette	82
Agency: C. Jerry Spaulding, Inc.	
Young & Rubicam, Inc.	68

AVAILABLE SALES MANAGER

Presently directing activities of Eastern non-ferrous metals extruder and fabricator marketing through OEM and distributor dealer organizations. Increased business 30% in two years. Present annual sales three-quarters million. Seeking greater responsibilities. Box 3203.

WHO GET'S THE GRAVY?

You do... If you advertise in the Sioux City newspapers — read by more than 300,000 daily readers throughout the rich 46-county Siouxland Market Area.

You Do... Because you can expect gratifying sales results from this prime audience — READY, WILLING and ABLE to BUY.

Effective Buying Income \$1,152,610,000

Sales Management 1955 Estimate

SO. DAK. MINN. NEBR. IOWA

The Sioux City Journal JOURNAL-TRIBUNE
NATIONAL REP. JAHN & KELLEY, INC.

THE SCRATCH PAD

By T. Harry Thompson



An epigram for today . . . and every day . . . by Loretta Young: "It's nice to be important, but it's more important to be nice!"

Amusing dialogue on a TV half-hour:

Arnold Stang—"Stay away from that girl. Nothing upstairs."

Ricardo Montalban—"Maybe not, but what a staircase!"

OBSTETRICIAN: Delivery-boy.

Grit reports a church bulletin-board that warns: "Drive Safely. Don't Insist on Your Rites."

Look who's talking: "Federal income-taxes should be abolished."—T. Coleman Andrews.

RENO COCKTAIL: Marriage-on-the-rocks.

An old-timer (southern division) is one who can remember when life was just a boll of cotton.

Smart cafeterias put their Best Food Forward.

WILL: Heir-conditioner.

Incidentally, this year's air-conditioning salesmen have a new tool. Customers with hay-fever, asthma, or a cardiac condition may deduct the cost of air-conditioning from their income-tax.

Writes Walter Weir: "Dear T.H.T.: I happened to hear a Pontiac commercial . . . and, lo and behold, at long last they are using your original creation of *Pontiaction*. This surely belongs in the It's-About-Time Department!"

R. M. Forsberg, sm of Reading's Molly Corp., picked up this Kipling parody at a hardware-meeting in New Orleans: "If you can keep your head when all about are losing theirs . . . perhaps you're not fully aware of the situation."

Les Chappell writes: "Dear Harry: Anent the faucets which shut off by powerful springs, your fellow sufferers are legion. A three-headed jerk must have invented them."

A truck tooling along U. S. 17 in Georgia had this warning for tail-gaters: "Don't Hug Me. I'm Going Steady."

A former associate, John Orr Young, sends me his newest interest . . . *Agency Management*, a temperate and well-written news-letter. Speaking of which, Kiplinger has put out a couple of dandies for anyone considering Florida . . . for business, investment, or just plain vegetating.

Trademark of Cities Service Gas is a triangle. Suggested slogan: "Make the try-angle your buy-angle."

OVERWORKED DRAMATIC LINES

I'll level with you.
It's no good, Marcia.
These things happen.
What are you trying to tell me?
Meanwhile, back at the ranch . . .
I just had to see you.
It sort of gets you right here.
We could make beautiful music.
We can't go on this way.
I'll make some coffee.

A line from *The Man in the Gray Flannel Suit* points a moral. The boys who refuse to "yes" the agency-heads are "bright, brittle, and broke." Mull that one over!

The Importance of Following Through

What shall it profit a fisherman to set his nets, and then never remove the haul? By the same token, where is the percentage in spending money for advertising, and then failing to follow through by mail or a personal call?

Item: A builder of split-level houses advertises that he is opening a new section in a suburb you know well and favorably. You answer the advertisement by air-mail, enclosing return-postage for a prompt reply. Three weeks go by, and then . . . nothing! (A second prod finally brings a reply.)

Item: A seashore development takes even larger space to intrigue you with the thought of year-round living near a boat-dock and bathing, far from the shriek of city traffic. A coupon is provided, offering a brochure. You mail it in. Again, a three-week wait, and then . . . nothing! (A reply limps in a month later.)

These are tiny examples, it is true, but they point up a principle. It looks as though some advertisers are determined not to let their left hand know what their right hand doeth.

It's like getting an invitation to a party. You shave, put on your dinner-jacket, check for time and place, arrive on schedule, only to hear: "What party?" (That's an exaggeration, of course, but you get the idea.)

We are now investing some nine billions a year in advertising, in all its forms. How much of it is truly an investment? How much of it is like so many arrows shot into the air?

An advertisement is only *half* a hinge. The follow-through is the *other* half. The door to a sale won't swing without *both* halves working together. Any questions?



How Jersey gets its bounce

Advertising bounce, that is . . . advertising aimed at bringing new industries to the Garden State.

New Jersey knows that to be successful, its advertising must reach decision-making executives in new industries . . . in expanding industries . . . in older industries planning to relocate.

The mainstay of New Jersey's advertising effort, and placed at the top of the state's list, is The New York Times, says Theodore J. Langan, director of the state's Division of Planning and Development.

"We have used The Times for ten consecutive years and found that it *consistently produces top quality as well*

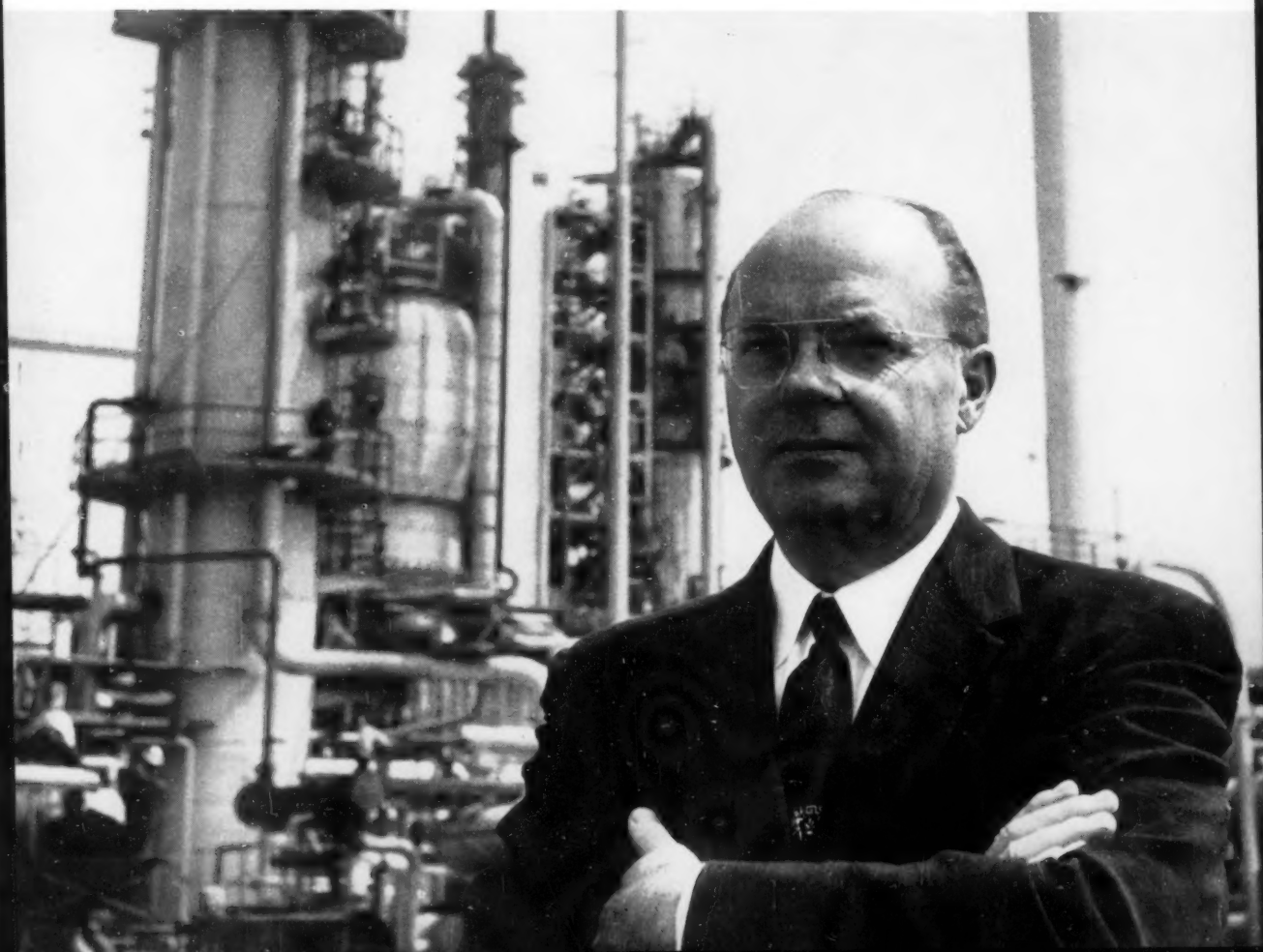
as top quantity results. . . . Although our annual budget is not large, still we know that it succeeds in doing a big job through the advertising columns of The Times."

The New York Times does this consistently better job for thousands of advertisers like the State of New Jersey . . . regardless of their budgets, their products or services. It can do the same for you. See for yourself. Try it.

The New York Times

"All the News That's Fit to Print"

FOR 37 YEARS FIRST IN ADVERTISING IN THE WORLD'S FIRST MARKET



What do people without children eat for breakfast in Chicago?

Bertram B. believed in big families. And had 6 little B's at home to prove it.



Every morning he'd go off to his job as Advertising Manager for Corny, a leading ready-to-eat cereal. And every night he'd come home, dragging travail behind him.

Mr. B. was bothered by two big questions: (1) "Who's been eating my cereal?", and (2) "How can I sell more?" Like most cereal makers, his answer to (1) was "Small-fry." To try and find the answer to (2), he'd scheduled cowboy TV shows—and offered activated Aztec glow-in-the-dark masks as premiums.



But one day along came Joe from the Chicago Tribune advertising department.



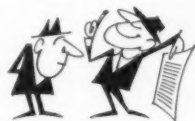
"It looks to me," said Joe, "as though you and Corny have been concentrating too much on the cherubs. Unlike the B's, there are lots of families in Chicago who have no young children. But that doesn't keep them from gobbling up cereal."

And Joe went on to explain: Tribune Consumer Panel figures show that 41.9% of the families buying ready-to-eat cereal in Chicago have nary a chick nor a child (under 15). And during a 6-month period these families accounted for 28.9% of Chicago's ready-to-eat cereal sales.

So to bowl over the competition in Chicago, Joe suggested that Corny not only continue to court cherubs, but also talk to the old guard cereal chompers (a big 28.9% of the market) in terms of what *they* want—flavor and nutrition.



This story has food for thought for you, too. If you want to know how to sell more in Chicago, it would probably be smart to know the age, weight and cereal numbers of your best customers and prospects. And Joe's the joe who can give them to you.



Nobody knows Chicago like the Tribune.



Who are your best customers in Chicago? Where do they live and shop, why do they buy? The Tribune has spent several million dollars to find out. And all this information is yours for the asking.

Nothing sells Chicago like the Tribune.

The Chicagoland market is worth \$17.8 billion. And the best way to sell it is to advertise in the Tribune. Does this pay? Just ask advertisers like Northwest Airlines, Russeks, Republic Steel Kitchens, Community Builders.



People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just like wearing shorts in summer. Almost everybody does it. Everybody feels its impact. Seven out of 10 families in the Chicago metropolitan area read the Tribune. That's more than 3 times as many as get the largest national magazine, more than 6 times as many as tune in the average evening TV show. (The Tribune's also read by almost half of the families in 839 midwest cities and towns.)

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

P.S. Always remember ...



If you want to SELL Chicago

TELL Chicago in the

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

